ENERGIZING PERSONALITY

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ENERGIZING PERSONALITY

BY
ANCIL T. BROWN

WITH AN INTRODUCTION BY
MEREDITH NICHOLSON

FIRST EDITION
THIRD IMPRESSION

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TO

S. T. B.

Wholesome Youth Exemplified

PREFACE

> Today is your day and mine, the only day we have, the day in which we play our part. What our part may signify in the great whole we may not understand; but we are here to play it, and now is our time. This we know: it is a part of action, not of whining. It is a part of love, not cynicism. It is for us to express love in terms of human helpfulness.—
>
> DAVID STARR JORDAN

This book is written to show ambitious people how to analyze their personalities and direct their efforts to work which will yield them a life of profit and contentment. It is the product of sixteen years of experience as head of an employment bureau which every year helps hundreds of higher-grade employers and employees to find a mutual basis of profit and improvement.

The conclusions here set forth may vary in some respects from the scientific deductions of psychologists. This is without design on the part of the author, whose aim throughout has been to be faithful to his own observations and his own devices for giving the benefit of his experience to general readers. The book is written in the familiar words of the American business world.

This material has the virtue of proved use in practice. The meanings assigned to words in the chapter on personality grading have been suggested or verified by questioning individuals. The lists are somewhat extended to take in a considerable range of vocabulary. Men and women can remodel their personalities by the system explained in Chap. III.

The inspirational chapters will encourage people to higher hopes and greater efforts. The plan of self-analysis can be used by ambitious people to raise themselves to higher vocational planes. The chapters on classifications of occupations and analysis of vocations will enable people to find their natural work. The advice on how to get a job is, in fact, drawn from the records of hundreds whose experience has proved the merit of the hints in really finding jobs and winning promotions.

This manual of success sprang from observing that many applicants for employment have little knowledge of themselves; show slight evidence of concentration upon a life work; and, in many cases, are in a confused state of mind through lack of practical vocational guidance. The help here given is daily enabling misplaced and submerged personalities to discover a satisfactory outlet for their energies, and, with the incidental improvement in self-confidence, to achieve a more extensive social and vocational identity.

Persons less than eighteen years old probably will find in this book some unfamiliar phases of self-examination and self-command. The chief purpose is to reach those whose school or college work has been completed without the benefit of vocational study, and who are now in the business world and find that they need self-analysis and vocational information to accelerate their advance.

The author is indebted to several writers on vocational subjects for material verifying his own experience, and to biographers of great men whose lives have formed a sort of creed of success. He is especially grateful to President L. B. Hopkins, of Wabash College; Z. M. Smith, Indiana State Director of Vocational

Education; A. Zinkin, Personnel Director, Real Silk Hosiery Mills; E. Beck, Director Efficiency Division, Eli Lilly & Co.; and Prof. George H. Tapy, Wabash College, for their helpful criticism and advice in the preparation of the manuscript. He is deeply appreciative of Meredith Nicholson's kindly help in writing the introduction.

ANCIL T. BROWN.

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INTRODUCTION

Why one man succeeds and another fails, though apparently both have enjoyed the same advantages and opportunities, is a subject provocative of endless speculation. Nearly every man who has reached middle life begins to think back upon his career and to wonder whether, if he had turned to the right where he did, in fact, make a left turn, the results might not have been much more satisfactory. In my own hours of retrospection I can see where possibly I made mistakes; at least I am conscious that at various times up to my fortieth year and a little beyond I decided against changes of occupation which would have altered the whole current of my life. As I review the record I am pretty well satisfied that I made the best choice in every instance, with the possible exception of an occasion when I refused an appointment in the diplomatic service which would at least have broadened the scope of my experiences.

Opportunity wears many guises and it is often difficult to determine whether this spirit, appearing magically before us, comes as friend or foe. Once in the Colorado mountains and again ten years later, while I was fishing in the northern lakes, telegrams invaded my solitude with propositions looking in both cases to radical changes in my employment and place of residence. I do not know that I am more versatile than the average man but in the course of time I have had opportunities to edit newspapers and magazines, to enter commercial businesses and

to engage in banking and to become a candidate for offices of dignity where there was a possibility of my election; but take it all around I have no quarrel with the decisions I made. I believe there is an instinct or perhaps a Providence that guides us in these moments when the mysterious messenger arrives out of nowhere and demands that we make a choice.

The purpose of this volume is to aid young men in the important business of minimizing their chances of failure and to help older men, who may have made the wrong turn somewhere, to set off courageously in more promising avenues of endeavor. Mr. Brown's book impresses me as most happily calculated to be of practical service to all who are beset with uncertainty or who are passing through a period of dissatisfaction with their lot. He very properly emphasizes the importance of self-knowledge. The wise in all ages agree that we must know ourselves and understand just what it is we have to offer before we can enter the market-place with confidence and demand attention. Remembering some of the difficulties I experienced when, in the first year of high school, I stepped out to make my way, I can appreciate the value of a book like this, so marked by common sense and so informed with a sane optimism. Here are clean-cut answers to most of the questions that perplex the young mind, and a man at any age, disturbed by his failure to get on, will find Mr. Brown's pages helpful and heartening.

Nothing is more unfortunate than for a young man or a young woman to settle into a rut and assume that there is no escape from it. There is, for the earnest and ambitious, always a way out. There never were so many friendly agencies in the world eager to help

the aspiring than are now to be found everywhere in America. There is hardly a community where it is not possible to overcome deficiencies of education. It was my experience, dating from my fifteenth year, when I found my first job (delivering packages in a wheelbarrow for a printing house, sweeping out a large counting room and cleaning cuspidors) that the meanness of my employment was a spur to ambition. I was a sickly youngster with a back that resented being hitched to a wheelbarrow, but I highly resolved that this unpleasant labor should not "throw me." I would not quit until I had got a better job, which I did by spending my evenings studying short-hand with another boy (he was working for a bill-poster) who convinced me that stenography offered a primrose path to success.

If my advice is worth anything I would say to a young man, never give up one job till you've got a better! And the way to improve your condition is by applying yourself diligently to the job you have while you fit yourself for the better job you feel yourself capable of holding. Never despise your work! There is a satisfaction to be derived from polishing a show-case or washing a window in the best possible manner. Don't be afraid of doing a little more work than you're paid for; there's no great triumph in being half-way down the steps before the whistle stops blowing.

It is my own experience that a great stimulus is to be found in cultivating the acquaintance of people of intelligence and character. I am still grateful to friends back yonder who generously took an interest in me and cheered me by their counsel when I hadn't the slightest claim upon their sympathy. By the time I had worked in two law offices and become a

newspaper reporter I knew well nigh all the men of importance in my town. Sometimes they would ask me to their homes and introduce me to their wives and daughters; and I owe a great deal to the fine women, young and old, whom it was my privilege to know at that period.

It is of the utmost importance to concentrate on the particular job we are doing, but at the same time nothing is more essential to a well-rounded, happy life than the cultivation of interests outside the day's work. An hour a day, wisely spent, will do wonders in the way of self-improvement. Keep touch with the world's affairs and perfect yourself in the art of interesting others in the things that appeal to you as important. It's just as easy to know intelligent people as it is to know dull ones. We all feel the need of a certain amount of inspiration and it is not to be got from contacts with the stupid, who see and know nothing of what life is all about.

There is growing complaint of the low tone of American politics and it is the patriotic duty of our young men and women to keep informed as to the political conditions in their immediate communities. One need not become a politician to exert an influence for good government. To the young man or woman who is unwilling to do more than vote conscientiously there are many other good causes concerned with the enlightenment and moral uplift of communities that offer opportunities for useful work. Everyone should have a hobby—preferably something of cultural value to the individual or directed toward the general welfare.

Not only to live but to live nobly is the true aim of life; and this book will be found a trustworthy guide for all who would attain this ideal.

MEREDITH NICHOLSON

ENERGIZING PERSONALITY

CHAPTER I

INTROSPECTION AND SELF-CRITICISM

> You want a better position than you now have in business, a better and fuller place in life. All right, think of that better place and you in it as already existing. Form the mental image. Keep on thinking of that higher position, keep the image constantly before you, and—no, you will not suddenly be transported into the higher job, but you will find that you are preparing yourself to occupy the better position in life—your body, your energy, your understanding, your heart will all grow up to the job—and when you are ready, after perhaps years of preparation, you will get the job and the higher place in life.—Joseph H. Appel

"Know thyself," one of the sentences inscribed on the Delphic oracle, was improved to read, "Make it thy business to know thyself."

To know yourself, turn the searchlight of your intelligence inward. Use this power of yours to analyze yourself. Trace your actions back to the thoughts that set you in motion, follow back the thoughts to the motives which inspired them. Keep this up in every phase of your activity until you have covered the field of your affairs.

Be honest with yourself. There is no gain from hiding anything. Do not let your conscience persuade you to slide over thoughts and actions which may offend it. Your first duty is to make the most of yourself, and that is what your conscience under-

takes to do for you. Make it your servant to gain self-knowledge.

Approaching the origin of some of your thoughts, you may find yourself groping in the dark. You may be tempted to lose confidence in the illuminating power of your own intelligence. You may feel that the door has been locked against you and the key thrown away. But keep at it. Painstaking search will in time open the door, perhaps to unsuspected sources of power, and certainly to new opportunities to assert your self-knowledge in your daily affairs.

One of the first practical results that this introspection will yield is the knowledge that your conduct is the result of your mental attitude. You will see that outside circumstances exert far less influence on your actions than your attitude toward the circumstances. You will soon discover that if your thoughts are aspiring, your actions will take the same path. You will begin to see that if you gain control of the source of your thoughts and command their direction and force, you can make them what you will.

Learn to think. Visualize yourself as a rough piece of fine metal that has been cast for a great purpose, but must be shaped, smoothed, and finally polished before it can be used as intended. This process of self-examination presents many opportunities for exercising your thought processes. You are on familiar ground. You are reasonably sure that what you have found out about yourself by inner inspection is true. You have a group of facts to weigh and consider. Observe that in you they act to produce certain results. Think, then, what the results might be if certain of the facts could be changed.

From this beginning cultivate the habit of thinking about the forces that go to make up your position in society, about the factors at work in your business, about public affairs.

Thinking is work. You will observe in your self-examination that at times you are tempted to quit when some closed door baffles you. This is the operation of what may be an instinct to avoid hard thinking. It may be the mark of mental laziness. If so, you will recognize it. At that point you may feel that years of aimless, careless, and wrong thinking have disarmed you, that you are forever consigned to shallow thinking. Your course, then, is to accept the challenge. You have found out another thing about yourself. Work this tendency out of your mental habits by forcing yourself to apply your mind to the problem.

It is not uncommon to find persons eager to improve their place in life, but unwilling to improve their thinking. A bookkeeper may think that he is underpaid and barred from a good future. This resentment asserts itself to make him careless and inefficient. In time he is barred by his own shortcomings from more pay and brighter prospects. He holds to these destructive thoughts until they grow and master him. He proves to be the architect of his own failure.

Persist in self-examination. You will observe that all phases of your personality are undergoing almost daily changes—small, perhaps, but important. You will find that such mental enemies as hate, envy, jealousy, anger, and moods of failure and discouragement will, if not guarded against with unremitting vigilance, creep into your thoughts. You can detect their presence when they assert themselves in your

actions. Force them out of your mental routine. But it is not enough to get rid of them, leaving elements of your mind idle. Replace them with thoughts of kindliness, forbearance, efficient work, courage, understanding, and hope. You will sense the uplifting, energizing effect immediately.

Self-criticism and self-examination go together. It will not suffice merely to take your mind apart and see where it gets its power and how it works. It is assumed that you were impelled to investigate your mind by the thought that it was not working to capacity. If, as is nearly always the case, flaws are found, the next step is a complete survey of their extent and their effect upon the product, which is your place in the world. You can do this only by a process of frank self-criticism.

Weighing these elements in your mental make-up, you may discover some rather unpleasant traits. You may find that you are not scrupulously honest. You may find yourself responding admiringly to a dishonest act on the part of another. If so, you are holding a channel of destructive thought open to all kinds of mental and moral waste. You may have a record of no dishonest act, and still have the groundwork for such an act laid, and your resistance so weakened by constant indulgence of the temptation to admire clever frauds and other forms of dishonesty, that you may not be able to withstand a sudden impulse to become dishonest.

There is a tendency to avoid frank self-criticism through fear that it will lead to morbid brooding. Guard against this by promptly replacing evil thoughts with good. If you are inclined to admire ingenious crooks and their deeds, shift your admiration to

merchants, bankers, engineers, editors, and many others who are far more ingenious than any swindler.

Discipline your mind to react to self-criticism. If you are frank with yourself you will soon develop your powers of self-criticism to the point where they work almost automatically. Your mind will no sooner discover that it is on dangerous ground than it will rush back to the safety zones you have prescribed. But you will not reach this stage until you have, by self-examination and self-criticism, cultivated an aptitude for constructive thinking.

In passing from the examination period to the self-criticism period of your study of your own personality, you may at times feel that you lack the power to grasp the exact nature of your own weak and strong points. In the following chapters you will find many hints to clear your thoughts about yourself.

Inevitably you will entertain the temptation to give up your self-analysis. You will come to the point where you will ask, "What's it all about?" You will begin to make excuses to yourself—lack of time, no chance to be alone with your thoughts, too tired. If you are sincerely desirous of improving yourself by the inward searching method, you will immediately sense in this situation a chance to apply your intelligence to a flaw in your character. Is it that you do lack time, or merely that you do not take time from amusements? Is it a fact that you cannot be alone with your thoughts, or do you prefer the company of others, at all times, to a mastery of your own personality? Are you really too tired, or have you so exhausted your mental vigor by needless worries and profitless thinking about things, people, and events of no importance to you, that you have

undermined your capacity to pay the price of a richer, fuller life? Your intelligence will tell you the truth, and the exercise of your mental powers in sticking to the problem will help to strengthen your will to drive out the loafers in your moral make-up.

Build all your criticism around the question, "How can I better myself?" Avoid too much thinking about your present position. It is valuable to you only for the solid part of it upon which you can build the new person you wish to make of yourself. You are less vitally interested in some weak or strong point in your present personality than in how you can strengthen both the weak and the strong. Keep your eyes forward and upward. One of the surest signs of a personality approaching the dead-level stage is a tendency to live over the events of other days. The mind that finds more interest in its past than in its future will never forge far ahead. Reminiscence is the privilege of old age, when infirmity denies a man a fair competitive place in active affairs and compensates him to some extent with a capacity to reenjoy the struggles and triumphs of his younger years.

You can secure a firm mind in exactly the same way that you can secure firm muscles—by exercise. It is an amazing fact that men and women will devote several hours a week to physical exercise, diet, and devices for improving their appearance, and give no time to the vastly more important work of regularly exercising their mental faculties, taking as great care to demand clean, palatable mental food as they do with their diet, and making sure that their thoughts, as revealed in their words and actions, are in harmony with their dress and grooming. A grudge carried in the mind is just as damaging to mental health as

auto-intoxication is to physical health. Only by regular surveys of your thoughts and prompt application of remedial measures can you keep in good mental condition.

Never allow yourself to be discouraged by lack of education. Remember that there are very few men or women in this world who cannot point to another and say, "He is better educated than I am." Do not confuse formal schooling and education. School is one place to be educated if the student has an educatable mind. He may graduate from college without an education; he may never have gone beyond the elementary grades and still have a mental equipment that will do his bidding promptly, efficiently, and enthusiastically. Certainly, the cultural advantages of schooling are greatly to be desired by everyone aspiring to a well-rounded life, but they are not essential to success. George F. Baker, the grocer's delivery boy, who rose to be president of the National City Bank of New York, one of the strongest financial institutions in the world, owed little to formal schooling, but he paid tribute to its value when he gave $5,000,000 to the Harvard School of Business Administration. If you carry your self-examination to the point where you wonder whether lack of classroom education is hindering your advance, you have already demonstrated a capacity for investigation and thought far beyond the reach of many college graduates. Lack of professional schooling bars men and women from certain callings, but lack of schooling never yet kept any one from the joy and satisfaction of self-improvement by the process of critical self-examination.

Be on the alert constantly for unsuspected natural talents. What must have been the amazement of

Joseph Conrad when, after following the sea as a ship's master until well into his middle years, he found that he could write. He was so exhilarated that he elected to write in English, a tongue alien to him, and at his death recently he was acclaimed as one of the great masters of English prose.

In your self-examination, seek lines of thought toward which your mind seems to bend itself even when strongly opposed. Determine whether the tendency springs from a talent endowment which can be encouraged, stimulated, and perhaps utilized to improve your money-earning capacity, or to provide you with the secondary interest, or hobby, necessary to keep the balance of every tranquil personality.

Seek helpful criticism from others, especially your immediate superiors, to whom your work is second nature, men and women who have risen through the same experience to a wider field of activity. Encourage them to be frank. They will hesitate for fear of giving offense, but you can draw them out. Check their judgment of you against the conclusions of your own survey. If you are fortunate enough to gain the confidence of a shrewd and kindly critic, you will add much to your store of reserve strength. Allow yourself to respond to the benefit of this criticism if you feel that it is just.

It is the fate of nearly everyone to feel the sting of unjust criticism. People draw unfair inferences from half-truths. They draw upon their imaginations to piece out pictures which never could be made of facts. This tendency is especially true of persons with a weakness for adverse criticism. Face such criticism fearlessly. If its author is incapable of a sound judg-

ment, be sure that others suspect or realize it, with the result that he has no standing. Avoid the poison of brooding over his destructive remarks. It is nearly always true that a trustworthy critic has a helpful constructive suggestion to offer.

Be frank, therefore; acknowledge your shortcomings; be receptive to self-improvement; appreciate your good gifts and be grateful. With your growth, you will be naturally cheerful and happy, for there is always joy in service that leads to achievement. Everyone is entitled to, and should have, enjoyment and honest amusement. Look around for opportunities to make your friends happy and realize the beauty of goodness. Think well of people, be patient, cheerful, and dwell each day in thoughts of peace toward everyone.

> Bad will be the day for every man when he becomes absolutely contented with the thoughts that he is thinking, with the deeds that he is doing, when there is not forever beating at the doors of his soul some great desire to do something larger, which he knows that he was meant and made to do because he is still, in spite of all, the child of God.—PHILLIPS BROOKS

CHAPTER II

SHAPING YOUR PERSONALITY

It matters not how strait the gate,
How charged with punishments the scroll,
I am the master of my fate,
I am the captain of my soul.

WILLIAM E. HENLEY

The preceding chapter was devoted to the need for close examination of the traits that go to make up personality, and the value of appraising them by frank self-criticism. Having surveyed your personality and weighed its component elements, you have the raw material for your next job, which is to reconstruct your personality along lines dictated by your ambition. This chapter is devoted to the first step in the process.

An ambitious person is not long in finding his proper place. He usually creates a career in spite of all obstacles. Environment has a certain influence, but every person should work out his own salvation. Virtues, once recognized, may be developed by education and experience. A person may have certain peculiarities, temperment, uneven disposition, yet formation and development of character may be controlled by self-management.

Granting all people have equal rights and opportunities, all do not have equal intelligence, yet, whatever their status, they may rise by self-education. Those eager for knowledge, ambitious to excel, will

naturally forge ahead. Application is the great thing. *Like* your work, the thrill of production, the joy of service, above self or money. With such a motive you may expect just remuneration.

The principal qualities that make "the stature of the perfect man" were said by Henry Drummond to be "patience, kindness, generosity, humility, courtesy, unselfishness, good temper, guilelessness and sincerity." "These," he said, "make up the supreme gift." You will serve yourself well to take these qualities as the framework of the personality which you wish to create out of the qualities that you have found in your own complex nature.

But you will readily see that you might have all these qualities and yet lack good appearance, which is very necessary in a world where life has been so speeded as to put a high premium on the faculty of being able to form an opinion based largely on first appearances. Often you will be judged by how you appear, and just as often you will find that you will have to rely upon your judgment of appearance in others. Instinctively you will begin to cultivate in yourself the positive qualities of appearance that you admire in others. And so it is with other qualities. Concentrate intensely upon the great virtues, but also give attention, in proper proportion, to the lesser attributes, bearing always in mind the fact that a personalty is a tremendously complex arrangement of a bewildering number of factors.

Visualize the person you wish to be, your ideal of yourself. You will be helped in your reconstruction work by taking model personalities from the world about you. Study people whose careers make their personalities public property.

No personality was ever more vividly portrayed to the American people than that of Charles A. Lindbergh. Handicapped by none of the restraints imposed upon political leaders, stage, movie, and sports figures, the kings of finance, industry, and invention, and enjoying a range of contacts that included nearly all the outstanding figures of his time, he was impressed upon the American mind and heart with powerful emphasis. He is a conspicuous example of the success personality.

Lindbergh's success was built upon a foundation of personal efficiency. He was skilled in his chosen vocation, he cultivated personal habits to enable him to make the most of his skill, and he worked hard. These are attributes well within the reach of every person willing to pay the price. In addition to these fundamental success attributes, Lindbergh possessed the supreme quality of courage. It is probable that much of the courage he demonstrated in his daring flight over the Atlantic was the direct product of his success in rising to the top in his calling. He was an able flyer. He knew by experience that if the plane he chose could make the distance, he could provide the necessary mechanical and flying skill. He proved it only a few days before the flight by making a one-hop flight from coast to coast. No one but a man with complete confidence in his ability would have dared to undertake the New York-Paris flight as anything but a foolhardy adventure.

The strength of his self-assurance was demonstrated in the modesty and charm with which he received the acclaim of the entire world. It was clear as soon as the public began to heap honors upon him that he was impatient of the obligations which kept him from

his work. He was, however, quick to see that his feat had advanced his vocation and that he was doing a great service to his country. Patiently he submitted to a series of public demonstrations that lasted for months. Unlike many other heroes, his popularity grew. Only a man of great reserve power could have borne the strain, and only a man of genuine merit could have kept his head through day after day of hero worship.

All the qualities which contributed to his amazing success can be cultivated by a person as determined as he was. When he decided to be a flyer, he had no experience, no money, no job in his chosen line. The fact that he was listed at Wisconsin University as a failure did not worry him. His failure was in subjects foreign to his chosen line. He spent no time brooding over his inability to comply with school requirements made for average men. Freed of an obligation to make some pretense of interest in other studies, he applied himself more diligently than ever to his chosen work. At the two flying schools which he attended he was rated as a hard worker. In the air-mail service he displayed the same qualities. He rose inch by inch, plugging his way ahead of more brilliant but less conscientious students, and never taking his eyes from his objective. The test came after his epochal flight, when he dismissed movie offers said to have promised a return to him of $8,000,000, with the remark, "I'm an aviator, not a movie star."

In studying Lindbergh's personality, avoid vague dreams about repeating his achievement. Keep to the hard facts about his career. You may not have that intense interest in flying which carried him to a world triumph, but you can cultivate the same degree

of interest in your own work. Your courage may not take the form of flying for hours without seeing sky, sea, or land; but you can help it to take the form of striking out into the unknown of better opportunities when you feel that your skill should command a better reward and broader field than is available in your present position.

You can be preparing yourself all the time to make the most of the success that will come your way. Honor and character, Lindbergh valued above all, as is shown by his record, and these qualities will enrich the work of the humblest toiler. Moral conduct and clean living will add to the stature of any man or woman. Lindbergh's great service was to bring into the world-spotlight a good example of the value of whole-hearted devotion to a worthy cause.

Study the lives of great men whose careers are familiar to you in a general way. Take heart from Washington's indomitable courage at Valley Forge, where, by example, he held the loyalty of starving soldiers. Think of Henry Ford, a Detroit power-house worker at a salary of $11 a week, working ten hours a day, and yet finding time to put in a little work each evening for three years on a wheezing, vibrating contraption that, in due time, worked a vast change in the social habits of the nation—the first Ford car. Remember that at an age when most young people are entering upon their careers, Lincoln was a business failure, owing debts which he was years in paying, and without a calling upon which he could depend for a livelihood. Edison was not much different from other train newsboys until he began to wonder what was back of the electric impulses that flowed along the wires beside the railroad tracks. And

not the least was the frail, near-sighted Roosevelt, from a wealthy family that could have spared him any effort to earn his living, strapping his thick glasses to his head and practicing gymnastics and boxing until he qualified to lead a desperate cavalry charge up San Juan Hill and to win political recognition that gave his patiently developed qualities of mind and heart full sway.

These men had in common the qualities of courage and persistence. Each had faith in his ability—a faith born of hard, enthusiastic work at a favorite employment. It is clear that each was self-managed. Each subordinated his lesser ambitions to his great life purpose. Each energized his personality. It follows that if this plan won success for men generally acknowledged to be great, it will benefit every ambitious person.

Begin your work of reshaping your personality by slight changes in your less firmly established characteristics, choosing, of course, only those that self-examination and self-criticism have shown to need improvement. Gradually add to this exercise in self-control other changes in line with your principal ambition. You will find, as is now being demonstrated in experiments at the United States Military Academy, that your personality will begin to develop power as surely as your muscles will gather strength in a course of regular physical exercise wisely accommodated to your capacity.

Rise above early temptations to yield to the destructive influence of discouragement. Courage is one of the qualities that you can develop by exercise. Try your courage at first in forcing yourself to perform small tasks which you instinctively dislike. If you

are timid in the presence of others, select fairly weak personalities upon which to practice self-assertion in a just cause. Cultivate a political or other conviction by sound reasoning upon authenticated facts, and seek opportunities, without being overbold, to assert and defend your views in a quiet but firm manner. Slowly but surely you will begin to make sure that your views about your own work are as readily defensible, and you will find yourself rising in the esteem of your associates.

Do not be different merely for the sake of distinction, but cultivate intensively your highest aspirations, and you will soon acquire a distinction based upon merit. You will be an outstanding personality, well-balanced, purposeful, successful and popular—the product of your own skill as a personality builder.

> Lots of people have never developed their personality; they simply trudge and drudge along as if they were but lead pencils, a dozen in a box and exactly alike.—JOHN WANAMAKER

CHAPTER III

GRADING YOUR PERSONALITY

I do not judge by the eye, but by the mind, which is the proper judge of the man.—SENECA

Much that has been said in the previous chapters about self-examination and self-criticism, and shaping your personality, is based upon the supposition that you would be stimulated to the invention of a system of applying the principles to your special case. If you have devised a plan, and it is fairly comprehensive, make the most of it. But it is probable that you will benefit by a plan worked out from a study of hundreds of ambitious personalities. At least, the method of self-grading outlined in this chapter will suggest changes in any system you have, and it may serve as a complete guide.

Mastery of a school subject is often gained only by years of study. In preparation for some vocations, men spend fourteen to eighteen years of intensive work. Yet some men believe that they can gain a complete knowledge of themselves in a few days or weeks.

Any price of time and effort, even continued for months, is not too high for escape from the rut of mediocrity. The great satisfaction comes in the knowledge that as long as you strive along lines that have yielded success to others, you are gaining headway.

In using the following chart, bear in mind that it will yield a return in proportion to the concentrated

study that you give to it. Make your use of the chart an exercise in the correct method of reading, that is, thorough, painstaking absorption of every sentence. At the end of each paragraph in your reading exercises, close your book, take pencil and paper, and rewrite the paragraph. If your tendency is to write words from memory, vary the practice by composing summaries of your own. Employ that method in studying the following pages. In a short time, you will be able to retain clear impressions of whole chapters.

The descriptive terms used in the following chart were selected after exhaustive experiments. Study them carefully, apply them to your daily life. Be on the alert for your reaction to words in the vocabularies of constructive and destructive thinking. Always favor words enlivened by a constructive impulse.

The Personality Grading Chart, you will see, is a list of forty attributes of character, arranged in two columns. To the right of each column of words are five blank columns, lettered *A*, *B*, *C*, *D*, and *E*.

Following the chart are forty short studies of the qualities listed in the chart, headed and numbered to correspond to the chart. You may wish to grade yourself first upon your own ideas of the meaning of these terms, and then regrade yourself after studying the explanations following the chart. Comparison of the two gradings may supply you with interesting material for rounding out your estimate of your personality.

The comparative method is used. You compare these forty qualities in yourself with the same qualities in five persons whom you know well. Write the names of these five persons at the top of the lettered columns.

The grading symbols used are plus (+), minus (−), and equal (=).

Take the first word, "intelligence." Study its meaning carefully. Consult the notes on intelligence given on the pages following the chart. Make sure that you understand what is meant by intelligence. Concentration is required to arrive at the assurance which comes only from complete mastery. When you feel that you know exactly what intelligence means, you are ready to grade.

Consider your own degree of intelligence in comparison with each of the five persons you have listed at the top of the columns. This brings you to a test of your capacity for detached thinking and absolutely honest appraisal. It is the tendency of some persons to judge themselves harshly and their friends leniently. Avoid this with as much determination as you resist the temptation to self-glorification.

If you are convinced that you are more intelligent than *A*, put a plus mark opposite "intelligence" and under *A*'s name. If you believe that you are less intelligent than *B*, put a minus mark after "intelligence" and in *B*'s column. If *C* has about the same degree of intelligence that you have, if his general understanding seems to be about the same, put an equal sign opposite "intelligence," and in *C*'s column. Do the same to *E* and *F*.

Assuming that you have chosen friends with certain qualities that have set them ahead in the world, it may be that you will show a negative intelligence quality as compared with them. You can tell by counting a minus and a plus sign together as an equal sign, and seeing whether the final analysis is favorable, unfavorable, or equal.

Now, it is obvious that to judge a man by his intelligence alone is to ignore many factors that influence success. In this chart, forty of these factors have been listed in the belief that they cover the range of ordinary experience.

Grade yourself in comparison with each of the five personalities, under each of the forty qualities listed. When you are through, you will have two hundred signs. The average will be your measure as compared with a composite of the five men. But your chief information will be from close examination of your average of the five marks after each quality. In this way you can find your weak and your strong points, and shape your personality improvement accordingly.

This method of grading does not give a result that can be expressed in exact terms, but it shows where you stand and in what character qualities you need improvement. Make due allowance for the fact that a majority of plus signs may show that you have selected inferior associates. It may point to the need of seeking work and recreation among associates of higher attainments. A majority of minus signs may show that you are fortunate in having the stimulus of superior associates. The longer you study the system, the more you will learn about what you should do to advance. Repeat the experiment with various groups of five men, but bear in mind that you will get your greatest help from a tendency to choose successful, respected models.

Personality Grading Chart

Name of Reader.....

Grading Symbols: Superior + Equal = Inferior −

Name of person compared with						Name of person compared with					
Qualities	*A*	*B*	*C*	*D*	*E*	Qualities	*A*	*B*	*C*	*D*	*E*
1. Intelligence						21. Self-reliance					
2. Diplomacy						22. Initiative					
3. Comprehension						23. Analysis					
4. Deliberation						24. Loyalty					
5. Manners						25. Obedience					
6. Dress						26. Usefulness					
7. Living habits						27. Moral attitude					
8. Personal habits						28. Integrity					
9. Dignity						29. Responsibility					
10. Ambition						30. Confidence					
11. Originality						31. Truthfulness					
12. Enthusiasm						32. Sincerity					
13. Cheerfulness						33. Gratitude					
14. Concentration						34. Humility					
15. Industry						35. Kindness					
16. Patience						36. Reverence					
17. Courage						37. Reason					
18. Perseverence						38. Progress					
19. Leadership						39. Memory					
20. Independence						40. Thrift					
Totals						Totals					
+ marks: ..	..	..	..			+ marks: ..	..	..	..		
= marks: ..	..	..	..			= marks: ..	..	..	..		
− marks: ..	..	..	..			− marks: ..	..	..	..		
Grand Totals											

1. INTELLIGENCE

Intelligence is exercise of the mind—intellect; therefore, you should realize the importance of acquiring knowledge. An intelligent person is mentally alert and quick of comprehension. Naturally, everyone wishes to express sound reasoning. Intelligence may be gained by diligent study and a desire for the finer qualities of life. Have a conscious capacity for comprehension, deliberation, and learning.

Vocabulary of Constructive Thinking

understanding	information	acute
intellect	perception	bright
instruction	sensibility	clever
advice	knowledge	shrewd
wisdom	mind	sagacious

Vocabulary of Destructive Thinking

ignorance	unlearned	imbecility
illiterate	untaught	stupidity
uneducated	uninstructed	unrefined
uninformed	inability	unskilled
incompetency	dullness	laziness

Considerations for Improvement

1. Study diligently.
2. Work to improve your mentality.
3. Go about this improvement in a systematic manner.
4. Determine to succeed.
5. Let intelligence control your emotions.
6. Put proper amount of mental effort into your work.

7. Observe and read to improve your mind.
8. Intelligence is a pearl of great price.
9. A little mind is apt to brag of much knowledge.
10. Education is a power among men.

The only way in which one human being can properly attempt to influence another is to encourage him to think for himself, instead of endeavoring to instill ready-made opinions into his head.—Sir Leslie Stephen

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2. DIPLOMACY

Diplomacy is the art of adjusting oneself to changes of thought, work, and environment. Many unpleasant business contacts have been adjusted harmoniously through diplomacy. Capable people have been denied executive positions due to lack of diplomacy. Study the actions of a diplomatic person, note calmness and shrewdness displayed. Avoid an irritable, argumentative disposition. Most executives have developed and use diplomacy.

Vocabulary of Constructive Thinking

artful	judicious	cleverness
diplomatic	prudent	forethought
shrewd	wise	caution
considerate	discreet	toleration

Vocabulary of Destructive Thinking

arrogance	insolence	coarseness
uncouthness	impudence	brusqueness
sauciness	impoliteness	folly
rudeness	impertinence	rashness
incivility	discourtesy	recklessness

CONSIDERATIONS FOR IMPROVEMENT

1. Plan to make your personal contacts pleasant.
2. Exercise tact and shrewdness on business missions.
3. When conducting negotiations, be considerate, artful, and diplomatic.
4. Study well your positive and negative qualities.
5. Do not let anger or resentment control you.
6. Be optimistic.

If you fill your head with common sense, the filling of your purse will take care of itself.—B. C. FORBES

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3. COMPREHENSION

Close application will promote understanding. Dullness is a fault that may be corrected. Indifference, absentmindedness, and laziness should be eliminated. Train your mind to grasp facts quickly. Success often depends on ability to comprehend at once and to respond fully. Many financial losses have resulted from stupid interpretation. Listen, concentrate, understand when told once, and act.

VOCABULARY OF CONSTRUCTIVE THINKING

anticipate	know	thoughtful
arrest	perceive	imaginative
catch	understand	lively
apprehend	observe	penetrate
conceive	reflection	discriminate

VOCABULARY OF DESTRUCTIVE THINKING

fail	overlook	lax
ignore	careless	ponder
lose	dreamy	sleepy
misapprehend	dull	miss
languid	postpone	superficial

CONSIDERATIONS FOR IMPROVEMENT

1. Avoid mental laziness.
2. Learn to concentrate.
3. Realize value of time saved.
4. Train your mind to understand quickly.
5. Remember, a sluggish mind is slow of comprehension.
6. Be alert.
7. Study the art of reasoning correctly.
8. Be a good listener.
9. Listen and take advice.

You cannot believe in honor until you have achieved it. Better keep yourself clean and bright; you are the window through which you must see the world.—GEORGE BERNARD SHAW

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4. DELIBERATION

"Snap judgment" often results in an unwise conclusion. Your mind rarely works with such accuracy that you can afford to make decisions on a moment's notice. When making a decision, consider reasons for and against the proposition and analyze what the consequences may be. Understand thoroughly. This applies most emphatically to investment of money or resignation from a good position. Thoughtful deliberation will unfold mental resources and bring to light greater justice and wisdom.

VOCABULARY OF CONSTRUCTIVE THINKING

carefulness	cautious	heedful
circumspection	wary	thoughtful
slowness	watchful	calm
thoroughness	guarded	sensible

Vocabulary of Destructive Thinking

sudden	thoughtless	negligent
rash	inattentive	hasty
careless	heedless	impulsive

Considerations for Improvement

1. Judge after careful deliberation.
2. Do not be hasty when calm reflection is necessary.
3. Do not confuse deliberation with slowness or laziness.
4. Deliberate before you begin, then execute with vigor.
5. Deliberation and sound judgment go hand in hand.

> Success lies, not in achieving what you aim at, but in aiming at what you ought to achieve, and pressing forward, sure of achievement here, or if not here, hereafter.—R. F. Horton

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5. MANNERS

It is important to cultivate good manners. Your conduct is reflected in your personality, therefore, you cannot afford to err. Manners and mannerisms may be refined or coarse. Lack of politeness stamps one as ill bred. Develop politeness, courtesy and gentleness toward others.

Vocabulary of Constructive Thinking

breeding	decorum	culture
politeness	cordiality	polish
air	convention	presence
demeanor	form	gallantry
gentlemanly	etiquette	courtesy

VOCABULARY OF DESTRUCTIVE THINKING

coarse	unseemly	impudence
indecorous	unpresentable	misbehavior
gross	uncouth	peevishness
ribald	dowdy	moody
ungainly	sullen	disrespectful

CONSIDERATIONS FOR IMPROVEMENT

1. Be courteous.
2. Good manners usually betoken a gentleman.
3. Civility and politeness will lighten your daily tasks.
4. The business world welcomes a person of culture.
5. Take pride in using good manners.
6. Do not let it be said you are rude or ill bred.
7. Remember your promotion may come through use of good manners.
8. Eliminate offensive manners.
9. Accept criticism in the right spirit.

Life is not so short but that there is always time for courtesy.—EMERSON

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6. DRESS

Personal appearance suffers greatly from inattention to dress. The proper standard, however, cannot be fixed. You may adhere to modern styles with special care in neatness and good taste. You should not attract unfavorable attention or invite criticism due to inappropriate or extreme styles. Do not buy clothes that are tailored in an odd fashion. It is a serious handicap to look foppish, but it is an asset to be well dressed. Flashy appearance detracts. Unkempt, shabby looking clothes often denote carelessness and confusion of thought. You should look

neat, therefore, as a careless appearance may cause you to lose opportunities for advancement and keep you from obtaining a position when unemployed. Always keep your wearing apparel clean and neatly pressed. It pays to dress well. A box of shoe polish at home often may be used to advantage. An inferior appearance will place you at a great disadvantage. First impressions often are made from general appearance.

Vocabulary of Constructive Thinking

artistic	unaffected	continuity
immaculate	well-dressed	uniformity
presentable	simplicity	naturalness
restraint	stability	refined
attractive	appropriate	harmonious

Vocabulary of Destructive Thinking

extreme	untidy	coarseness
gaudy	disfigurement	severity
extravagant	defective	irregular
ragged	roughness	checkered
showy	unkempt	shabby

Considerations for Improvement

1. Appearance has much to do with success.
2. Seek advice as to color, style, and fit of clothes.
3. Study personal bearing and dignity.
4. Study suitability and serviceability of clothes.
5. Buy the best clothes you can afford.
6. You can always afford absolute cleanliness.
7. Be modern, but avoid extremes, especially in jewelry.
8. Avoid bad color combinations.
9. Avoid bad taste in decorations.
10. Observe taste and style of well-dressed people.

How much easier our work would be if we put forth as much effort trying to improve the quality of it as most of us do trying to find excuses for not properly attending to it.—GEORGE W. BALLINGER

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7. LIVING HABITS

Here the art of living is involved. Temperance and regularity in living habits are two great ideals which contribute largely to happiness and longevity. If you are not active and full of the joy of living, you may find the reason in daily habits. Regular eating and sleeping are required, for one to be normal. Self-respect is a great virtue, and one which should be maintained at any cost. You cannot violate natural laws and customs of living, through intemperance and dissipation, and accomplish a successful life work. A person's character and dependability often are judged by habits of living. Public opinion may be formed to honor or dishonor an individual as a result of living habits.

VOCABULARY OF CONSTRUCTIVE THINKING

custom	regular	usage
temperate	disposition	substantial
manner	normal	fashion
moral	pleasant	moderation

VOCABULARY OF DESTRUCTIVE THINKING

immoral	abnormal	irregular
perverted	intemperate	weak
disagreeable	unpleasant	dissipated

CONSIDERATIONS FOR IMPROVEMENT

1. A disagreeable disposition often is due to irregular living habits.
2. A man's duty to his home should make him willing to be temperate in his living habits.
3. Confess your faults and correct them.

4. Consider value of being methodical in living habits.

5. Cultivate the habit of punctuality.

6. Bad habits of living are reflected in your actions.

7. Grumbling and growling often may be traced to intemperate habits.

8. A person's position or business cannot be run smoothly without proper sequence of time and place.

9. Your living habits should not be extravagant or baneful.

> Blessed are they who have the gift of making friends, for it is one of God's best gifts. It involves many things, but above all, the power of going out of one's self, and appreciating whatever is noble and loving in another.—THOMAS HUGHES

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8. PERSONAL HABITS

In your effort to harmonize human relationships and make them congenial, you should take into account the correction of bad personal habits. Unfortunately, some people form unpleasant habits that interfere with their progress. Where offensive habits were formed at an early age, due to lack of training or unfavorable environment, the person should correct his faults. A breach of moral or social conduct is not permissible. Through habit, persons often assume unpleasant mannerisms. These they would gladly correct were they conscious of their offensiveness. Take pride in personal habits and conduct, thereby gaining respect of friends and business associates.

VOCABULARY OF CONSTRUCTIVE THINKING

pleasing	winning	refreshing
agreeable	aimiable	cordial
attractive	delightful	delectable
inviting	fascinating	dainty
charming	gratifying	engaging

VOCABULARY OF DESTRUCTIVE THINKING

annoyance	distasteful	offensive
nuisance	distressing	disgusting
weary	displeasing	depressing
irritating	provoking	shocking
unfortunate	trying	appalling

CONSIDERATIONS FOR IMPROVEMENT

1. Nothing is so badly done that it cannot be improved.
2. Blame only yourself.
3. A look at your habits may cause betterment.
4. Good habits cost no more than bad ones.
5. Unless you are willing to improve, you cannot be helped.
6. See yourself as you see others.
7. Make yourself a good example.
8. You should not tolerate offensive habits.
9. Never permit your presence to be distasteful.
10. Apply thought to greater refinement.

Think not of yourself as "the architect of your career" but as the sculptor. Expect to have to do a lot of hard hammering and chiseling and scraping and polishing.—B. C. FORBES

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9. DIGNITY

You should keep in mind the charm of good manners and the impressiveness of a dignified personality. Dignity is a rare quality. Modesty and friendliness are advocated and possible without sacrifice of dignity. Many ambitious persons have lost positions through lack of personal dignity, while others have won promotions by having it. Be cautious of familiarity in business. Do not be distastefully common. A good

personality and personal dignity generally go hand in hand.

Vocabulary of Constructive Thinking

distinguished	grave	pronounced
lofty	serious	honorable
great	important	strict
kindly	sublime	incorruptible
noble	majestic	upright
respectable	modest	humble

Vocabulary of Destructive Thinking

dishonorable	shabbiness	baseness
abjection	degradation	laxity
brash	clownish	flirtatious

Considerations for Improvement

1. Have a clear sense of proportion.
2. Cultivate poise and restraint.
3. Observe dignity in every act and position in life.
4. Leave the wrong thing undone.
5. Familiarity and boasting may cause loss of position.
6. A person may be unjustly criticized through lack of dignity.
7. Refrain from coarseness and laxity in deportment.
8. Do not be austere, rigid, or unyielding.
9. Give yourself a standard of dignity and live up to it.

> It is well for a man to respect his own vocation whatever it is, and to think himself bound to uphold it, and to claim for it the respect it deserves.—Charles Dickens

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10. AMBITION

Ambition means ability to work hard and for long hours; power of application and attention; desire to

reach a goal; and pluck that drives you on to success. Your ambition will not be realized without hard work and serious thought to meet resistance that will confront you. Are you getting anywhere mentally, or are you drifting with the tide? Whether employer or employee, ambition calls into action all talents before success may be accomplished. The elements of mind, will, and enthusiasm must be back of every endeavor. The fact that you are taking this self-analysis indicates your ambition to develop your talents and advance your position in life. You should strive for advancement, with a strong desire to make good. Be thrilled with the prospect of being honored and successful.

Vocabulary of Constructive Thinking

desire	patience	longing
ambition	fanciful	contemplation
eagerness	aspiration	studious
ardor	creative	aggressive

Vocabulary of Destructive Thinking

indifference	inattention	listlessness
drifting	coldness	half-hearted
unconcern	carelessness	apathetic
phlegmatic	recklessness	easy-going

Considerations for Improvement

1. Decide on your goal, then fight your way to recognition.
2. Great courage will be required to realize your ambition.
3. Ambition will unfold thought and action.

4. Now is the time to go higher; do not procrastinate.

5. Nothing ever turns up for your benefit, except that which you turn up yourself.

6. If your job is easy, you are not accomplishing much.

7. The surest way to fail is to be indifferent or listless.

8. Ambition does not mean trying a little of everything.

9. Ambition and conscientious effort will bring success.

10. Plan your steps with wisdom and deliberation.

> The longer I live, the more deeply I am convinced that that which makes the difference between one man and another—between the weak and the powerful, the great and the insignificant—is energy, invincible determination, a purpose once formed and then death or victory.—POWELL BUXTON

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11. ORIGINALITY

You should develop ability to understand and create. Be original, for to forge ahead, you should have a keen mind for originality. When you can advance new ideas in management of a business, you will attract attention of the person higher up. Having power to produce new thoughts to solve business problems will give you assurance for promotion. The person who is independent and creative in thought and action will stand out head and shoulders above his fellow workmen. Study your job carefully; it may need many original plans. Think; do not always work in a groove.

VOCABULARY OF CONSTRUCTIVE THINKING

cleverness	wise	definiteness
keenness	sparkling	certainty
brilliancy	resourcefulness	humor
quick-witted	individuality	jocular
smart	originality	funny

VOCABULARY OF DESTRUCTIVE THINKING

slowness	insipid	commonplace
dullness	tasteless	pointless
lazy	stale	dry
flat	prosy	stupid
uninteresting	imitative	shallow

CONSIDERATIONS FOR IMPROVEMENT

1. Do not follow the beaten path in your work.
2. Search your mentality for creative ideas.
3. Study to improve work done by someone else.
4. Train your imagination to visualize.
5. Originality is source of supply that brings new thoughts into action.
6. Be original—do not imitate.
7. Study lives of great inventors.
8. Apply yourself to being original.
9. Explore for short cuts and improvements.
10. Originality will develop new ideas and bring them to a practical consummation.

> I cannot commend to a business house any artificial plan for making men producers—any scheme for driving them into business building. You must lead them through their self-interest. It is this alone that will keep men keyed up to the full capacity of their productiveness.—CHARLES H. STEINWAY

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12. ENTHUSIASM

Your life ambition should respond to enthusiasm. When a task is set before you, you should act with

sincere eagerness and animation. Express joy of having work to do. Persons with inert will or dull imagination will have difficulty in completing anything. Watch the weakness of becoming enthusiastic for a time and then relaxing into nerveless inaction. Enthusiasm will react with destructive force if applied in wrongdoing. Examine your thoughts as to amount of enthusiasm you are putting into your work. Attainment will require ardent zeal and interest.

Vocabulary of Constructive Thinking

willingness	eagerness	animation
inclination	intentness	loftiness
cordiality	assiduousness	vigor
readiness	perseverance	power
earnestness	wakefulness	impressive
lively	zeal	wholehearted

Vocabulary of Destructive Thinking

unwillingness	inactivity	dullness
disinclination	inertness	nerveless
aversion	idleness	insipid
reluctance	carelessness	tame
timidity	monotonous	feebleness

Considerations for Improvement

1. Enthusiasm will inspire thought.
2. When imagination has unfolded ambition to act, proceed with enthusiasm.
3. Nothing worth while was ever achieved without enthusiasm.
4. A hard job is made easier by a manifestation of joy and zeal.
5. Do not let over-enthusiasm result in bad judgment.
6. Show enthusiasm.

7. Persons with enthusiasm will forge ahead, where others fall behind.
8. Apply enthusiasm to one thing at a time.
9. "Always at it" brings results.
10. Enthusiasm for work will put you in front.

Shun idleness; it is the rust that attaches itself to the most brilliant metals.—VOLTAIRE

Work as if you were to live 100 years; pray as if you were to die tomorrow.—FRANKLIN

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13. CHEERFULNESS

Cheerfulness may be termed a spiritual quality. To be cheerful, thoughts should be filled with gladness. A cheerful disposition will help in your work and make others happy. Cheerfulness should be cultivated and practiced; it will attract good will and make friends. A happy attitude toward other people is a virtue and will assist in getting cooperation and results. Everyone is glad to know a cheerful person. This quality implies an even temper and shows itself in facial expression and kindly action. Cheerfulness is a gloom-chaser, for no one likes a critical, nagging or fault-finding person. An executive can give orders and maintain discipline and yet be cheerful. In most cases, a depressed, sluggish person is not efficient. One who is cheerful and friendly will develop similar emotion in others, and make friends.

VOCABULARY OF CONSTRUCTIVE THINKING

happiness	light-heartedness	sparkling
joyfulness	freedom	merry
gladness	liveliness	sunny
brightness	sprightly	jolly
buoyancy	vivacity	mirthful

VOCABULARY OF DESTRUCTIVE THINKING

dejection	dismal	cheerless
depressing	dumpish	joyless
drooping	downcast	unhappiness
heaviness	pouting	somber
weariness	brooding	frowning

CONSIDERATIONS FOR IMPROVEMENT

1. Rejoice and be happy.
2. Go about your work in a cheerful manner.
3. Get the habit of being cheerful.
4. Being happy and agreeable will soften temper or resentment.
5. Cheerfulness reflects soundness and contentment of mind.
6. It costs nothing to be cheerful, and much good may be done.
7. Do not harbor calamity in your thoughts.
8. Look at the bright side of life.
9. Do not repeat unhappy or depressing stories.
10. Avoid any tendency to melancholy or worrying.

> It is only those who do not know how to work that do not love it. To those who do, it is better than play—it is religion.—J. H. PATTERSON

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14. CONCENTRATION

Perhaps the most vital element in the make-up of a strong mind is power to concentrate. To solve a difficult problem or master ordinary routine, the individual must train the mind to concentrate. You should have ability to rivet your thought to a given subject without being disturbed or distracted under trying or abnormal circumstances. Do not permit thought to drift from one objective to another. By

allowing it to, you lose effectiveness and waste valuable time. You must train the mind to concentrate on the task at hand, by giving attention and thinking clearly at time of apparent confusion. Become absorbed in your work and take pride in its accomplishment. If you are not interested, you should correct this condition or you will fail.

When a vocation has been decided upon, you should concentrate on that occupation with mind, body, and soul. You are thinking of a life work and should hold to a definite purpose, the mastery of which may run into weeks, months or years. Be careful to avoid the shifting mind that wishes to change from one subject to another and from one physical task to another. Avoid intimate association of people who are rattlebrained, who think and act in an aimless manner. Acquire the power and concentration.

Vocabulary of Constructive Thinking

application	alertness	examine
focus	observance	consider
convergence	study	attract
concurrence	watch	heedful
attention	notice	mindful

Vocabulary of Destructive Thinking

inattention	distraction	thoughtless
oversight	confusion	careless
disregard	flurry	neglectful
heedless	unmindful	unconcern
flighty	hazy	indifference

Considerations for Improvement

1. Concentration is a quality of an orderly mind.
2. Direct application of thought will solve many hard problems.

3. Work without concentration will not accomplish much.
4. Think about the job before you with full intent.
5. Concentration means penetration.
6. Mastering one job will make the next one easier.
7. A disposition to be impulsive is dangerous.
8. Concentration is necessary to gain and hold valuable facts.
9. The person who sticks to the job rarely fails.
10. Concentrate, do not meditate.

> The law of worthy life is fundamentally the law of strife. It is only through labor and painful effort, by grim energy and resolute courage, that we move on to better things.—THEODORE ROOSEVELT

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15. INDUSTRY

Be industrious. Practice diligence in any employment. The application and maintaining of industry and steady attention to business are important needs in the creation of values. You may sometimes think that one who is successful must have had luck, or be possessed of some superior natural qualification. This theory has been proved untrue, as the records of the greatest men show that ability to work has been an important factor in their careers. You should learn to work, realizing the importance of planning systematically with a view to saving time and energy, thereby concentrating your full power on the task at hand. Great inventions and industrial plants are products of combined intelligence and labor. Many people are afraid of work; they may apply themselves for a time but give up when the job seems too hard. You cannot take a half-hearted attitude toward work and expect to accomplish much. If you wish to achieve

a position in life, there is only one word that counts, and that is: *work.* If you are employed and your working period is not scheduled, do not be idle or wait for work to be given you; get busy, be industrious.

Vocabulary of Constructive Thinking

knowledge	industrious	pep
skill	briskness	dash
attainment	liveliness	go
culture	life	energy
studiousness	vivacity	snap

Vocabulary of Destructive Thinking

dullness	idleness	stupidity
laziness	drowsiness	inactivity
indolence	dawdle	inaction
sluggishness	inertness	weariness

Considerations for Improvement

1. Be industrious about your work.
2. Keep at the job steadily and diligently.
3. Find something constructive for your head and hands to do.
4. Seek the best methods.
5. Do not let it be said you always have to be told.
6. Be happy in your work.
7. Intelligent and persistent effort brings perfection.
8. Never neglect duty for pleasure.
9. The person who works only half-time is never worth more than half-pay.
10. Do not work without a definite aim.

Success is usually a plant of slow growth, although its flowering may have been sudden.—B. C. Forbes

16. PATIENCE

Here take up the quality of patience while planning and carrying on the work of life. To reach the top of the ladder may require years of hard work and possibly overcoming many obstacles and misfortunes, but calm determination to be successful will help you to carry on. People often throw away good opportunities by not sticking to the job until it is finished, or by giving up a position before they are ready for promotion. Do not let impatience stand in the way of ultimate advancement. If you are with a good concern and in your chosen vocation, you should improve your ability and talents. No doubt you will receive recognition at the proper time, unless outside influence defeats your purpose.

You should be patient and indulgent with the shortcomings and provocations of others. The many and varied barriers that will be met will bring to your thought urgent need of calm endurance and self-possession. You should understand the value of quiet waiting for what is expected and use persistence in what has been begun.

Vocabulary of Constructive Thinking

determination	self-reliance	tranquillity
resolve	self-restraint	sufferance
decision	calmness	endurance
self-command	composure	forbearance
self-possession	coolness	staidness

Vocabulary of Destructive Thinking

impatience	hesitation	temper
indecision	excitability	moodiness
timidity	intolerance	irritability
unreliability	restlessness	instability

CONSIDERATIONS FOR IMPROVEMENT

1. Patience will strengthen your courage.
2. Be patient in great things as well as small.
3. Be patient with hard work; you will be rewarded.
4. Smile and try hardest in face of discouragements or disappointments.
5. Biographies of great men abound in examples of extraordinary patience under trying circumstances.
6. It may take years to become expert in your vocation; be patient and persistent.
7. Impatience leads to despondency and loss of efficiency.
8. Meet all problems with calmness and assurance.
9. Patience usually wins.
10. You will never regret being patient and industrious.

He that can have patience can have what he will.—FRANKLIN

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17. COURAGE

Almost every step of progress you make is in the face of opposition or difficulty. Therefore, you need courage to pursue your work steadily and persistently. Have courage to do right when others are doing wrong, courage to follow the right course, whether it brings censure or approval, profit or loss. Courage is the power to stand alone with truth or right against all outside influences. You must stand firm against temptation or suggestion to be disloyal or dishonest in business or with your employer. Courage, like helpfulness, is the sincere desire to do better things, to be worthy, to be victorious. You must not be content to stand still but keep your thoughts filled

with hope and happy expectation. If you have thought out some worthy invention or reform, have energy and courage to fight your way to recognition. Have you displayed courage in questions of morality and integrity? Have you applied this quality to your character as you should? Develop ability to meet obstacles and difficulties with firmness and right resolution.

Vocabulary of Constructive Thinking

resoluteness	boldness	manliness
hardihood	valor	firmness
fearlessness	fortitude	confidence
bravery	heroism	self-reliance
gallantry	chivalry	power

Vocabulary of Destructive Thinking

fear	indecision	cowardice
timidity	unreliability	shyness
spiritless	instability	servility

Considerations for Improvement

1. Lack of courage may cost you failure.
2. Analyze need of courage in your work.
3. Fortitude, patience, and courage make a strong character.
4. Keep up your courage, no matter how slow advancement seems.
5. Suggestion of failure may try to down you, but self-reliance and courage will pull you through.
6. Fear and cowardice, if given sway, are powerfully destructive.
7. You cannot accomplish anything if you do not have courage to try.
8. The surest way not to fail is to resolve to succeed.

9. A timid person receives little opportunity.
10. Courage is victory.

> Whether you be man or woman you will never do anything in this world without courage. It is the greatest quality of the mind, next to honor.—JAMES L. ALLEN

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18. PERSEVERANCE

When you decide on a vocation or take up a certain line of work, apply yourself persistently. The temptation to shift from one thing to another finds many persons stranded at an early age. When you undertake to do a thing, have persistence to stick to it. Continuance of any business enterprise or piece of work will pave the way for growth and right action. Do not waver in your purpose in spite of counter-influence, opposition, or discouragement. You will need perseverance and steadiness in achieving reform and improvement in yourself as a result of this analysis. You cannot fail if you adhere steadfastly to your purpose. Do not give up easily; do not be discouraged or readily diverted from your aim. What have you accomplished that has taken perseverance?

VOCABULARY OF CONSTRUCTIVE THINKING

persistence	patience	tolerance
steadfastness	stamina	constancy
tenacity	upholding	endurance
resoluteness	fidelity	hope

VOCABULARY OF DESTRUCTIVE THINKING

suspense	cease	quitting
interruption	conclude	pausing
stopping	discontinue	indifference
halting	ending	complaining

CONSIDERATIONS FOR IMPROVEMENT

1. Do not let down or give up.
2. The hardest job may be mastered.
3. Persevere in the right.
4. Work that has been started should be completed.
5. A mind unemployed is a fertile field for mischief.
6. You never know what you can do unless you keep at it.
7. Your greatest strength is shown in perseverance.
8. Persist in anything undertaken.
9. "I can't" will never prove anything.
10. Stand fast.

The very best way to get ability is to do thoroughly whatever you do. Master every detail of each piece of work that falls to your lot.—WALTER H. COTTINGHAM

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19. LEADERSHIP

Get into your mind the idea to be a leader and not a follower. Be the head of something; learn to take responsibility; be competent to supervise others. Do not wait to be pushed ahead, be a leader. What have you done in the way of leadership? Will you be ready and deserving when opportunity knocks? How have you applied quality of leadership to your own life? Can you manage your affairs efficiently? A leader must be efficient, active, and skillful in carrying a thing through to completion. If you are part of an institution or business organization, do not let things drag; take an initial step, show executive ability. Leadership requires independence in action and good judgment, and to these should be added self-reliance, initiative, and courage. You do not want to spend your life working for someone, or answering the beck

and call of others; therefore, study this quality well and rise to heights of leadership.

Vocabulary of Constructive Thinking

authority	prerogative	dictate
influence	jurisdiction	control
patronage	command	hold
power	sway	prestige
will	inspire	challenge

Vocabulary of Destructive Thinking

laxity	weak	insubordination
looseness	slackness	lenity
misrule	remiss	indecision

Considerations for Improvement

1. A leader should not be an idle dreamer.
2. There must be self-control before there can be leadership.
3. Have confidence in yourself.
4. There is more profit in leading than lagging.
5. Unless you drive steadily to the top, you will be wabbly at the bottom.
6. To earn more, learn to do more.
7. You must do your own thinking, to be a leader.
8. The best leader is one who can develop the best in others.
9. Every successful act is a step toward the top.
10. Never stop trying until you become a leader in your vocation.

> The character and qualifications of the leader are reflected in the men he selects, develops, and gathers around him. Show me the leader and I will know his men. Show me the men and I will know their leader. Therefore, to have loyal, efficient employees, be a loyal and efficient employer.—Arthur W. Newcomb

20. INDEPENDENCE

Consider what it means to act and think independently. Know what action to take without orders. Do not ask unnecessary questions; study your work from every angle, study your employer's business, inform yourself independently of others. How much of this quality are you using in your job? Unless you have prepared yourself, you will never be ready for the next step. Do not lean on ability and information of your superior or fellow workman. Do not do work a certain way because someone else does. You may think of a better way—at least it will pay to think. A leader must have qualtiy of independence and be able to manage affairs without relying on others. Independence will give you self-reliance and broaden your faculty to make decisions. It will free you from being controlled by others.

Vocabulary of Constructive Thinking

liberty	right	privilege
freedom	exemption	independence
self-governing	comfortable	confidence
self-reliance	strong	certainty

Vocabulary of Destructive Thinking

captivity	oppressed	fettered
compulsion	bound	hindered
constraint	clogged	impeded
imprisonment	dependent	restrain
necessity	enslaved	subdued

Considerations for Improvement

1. Knowledge of your work helps to make you independent.
2. Learn to think. Be fully informed.

3. Do not form the habit of depending on someone else.
4. Think for yourself.
5. Act independently of others.
6. Independence will enlarge your capabilities.
7. Unused talents are of no advantage.
8. People who think independently are readily recognized.
9. Think for yourself. Keep yourself informed.

> Do your work—not just your work and no more, but do a little more, for the lavishing's sake; that little more which is worth all the rest. And if you suffer, as you must, and if you doubt, as you must, do your work. Put your heart into it and the sky will clear. Then out of your very doubt and suffering will be born the supreme joy of life.—DEAN BRIGGS

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21. SELF-RELIANCE

Complete self-reliance is essential and you must grade your ability to trust your judgment. In the world of industry and business, the part you play will depend largely on self-reliance. You have a separate identity—therefore you have individual opinions and conclusions which should be maintained. The opinionated student has a better chance of being successful than the person whose mind is swayed by every influence. Do not lean on the brains and ability of the other fellow. Be a leader, not a follower. Do not be half-hearted; have strength to uphold your convictions and fight for them. One who does not think or plan but depends on others will find success does not come until he has relied upon his own powers. Money or friends will not suffice, as achievement can come only from individual effort. Learn to rely on

your own resources; have confidence in yourself; trust your own judgment.

Vocabulary of Constructive Thinking

firmness	self-government	knowledge
energy	self-restraint	experience
manliness	self-denial	comprehension
resoluteness	determination	intuition
self-possession	earnestness	perception

Vocabulary of Destructive Thinking

indecision	timidity	shallowness
instability	unsteady	dullness
changeableness	giddiness	unrestraint
fickleness	ignorance	carelessness
weakness	inexpressive	weakness

Considerations for Improvement

1. Study to make the most of your powers.
2. Study the power to think, observe and act.
3. Have a just sense of your own worth.
4. Do not depend on the thinking of your neighbor.
5. Avoid evil of self-conceit.
6. To be a leader in your vocation, you must have self-reliance.
7. Great disappointment often results from relying on the other fellow.
8. It pays to depend on yourself.
9. Self-reliance gives you power and assurance.
10. Resolve to be your own counsellor.

The delusive idea that men merely toil and work for the sake of preserving their bodies, and procuring for themselves bread, houses, and clothes, is degrading and not to be encouraged. The true origin of man's activity and creativeness lies in his unceasing impulse to embody outside himself the divine and spiritual element within him.—Fröbel

22. INITIATIVE

The person who becomes most valuable to his employer is the one who can originate new ideas or introduce a new measure or course of action. If you do not apply this quality to your work or business, do not expect promotion or success. An employee without initiative is no help to an organization. The world is full of imitators—"yes, yes" employees. There is no advancement without initiative. You must display energy and fitness in opening new fields of activity to produce effectual results. Initiative should be practiced in every position, from office boy to president. You will never fulfill requirements of any position unless you understand the meaning of this word. Persons often wonder why others are promoted and they are not. The reason is sometimes found in lack of effort, capacity and initiative. All forms of leadership require it.

Vocabulary of Constructive Thinking

imagination	meditation	scheming
conception	apprehension	teaching
creation	supposing	invention
induction	understanding	installation
planning	vision	forward

Vocabulary of Destructive Thinking

uninformed	unlettered	ignorant
shortsighted	unenlightened	fear
unskilled	sloth	low spirits

Considerations for Improvement

1. Be interested in new thoughts or plans.
2. Do not sit with folded hands and wait.
3. Think out some solution.
4. Cultivate your imagination.

5. Study history of persons who succeeded with an idea.
6. Avoid getting in the rut of ease and satisfaction.
7. Doing nothing will destroy initiative.
8. Idleness dulls the mind.
9. Strive to be at the head of your vocation.
10. Initiative brings pleasure in work.

A success recipe: Study; think; work.—B. C. Forbes
God helps them that help themselves.—Franklin

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23. ANALYSIS

Can you analyze character, ability, or a business problem? Be competent to make an examination of component parts separately, or in their relation to the whole, and arrive at the right conclusion. A keen mind should have quality of analysis in measuring value, by not keeping incompetent persons in important positions and overlooking genius and special ability. Realize the importance of analyzing the work you are doing; in other words, your ability, what you are doing and why you are doing it a certain way. Many people never think of analyzing their duties, thereby closing their thoughts to expansion. In business or financial matters, one should not be satisfied with surface observations, but should analyze every detail to see what bearing each will have on the final outcome.

Vocabulary of Constructive Thinking

appreciation	observation	foresight
understanding	reasoning	comprehension
discrimination	criticism	acuteness
estimation	valuation	discernment
judgment	prudence	insight

VOCABULARY OF DESTRUCTIVE THINKING

misjudgment	inconsistency	incompetence
misconception	rashness	shortsightedness
narrowness	dullness	shallowness
misconstrue	foolishness	prejudice

CONSIDERATIONS FOR IMPROVEMENT

1. Avoid hasty judgments.
2. Study quality of observation.
3. Analysis requires definite concentration.
4. A thinking person will make the best analysis.
5. An analysis of your work may disclose need for betterment.
6. The better you know your job, the sooner you will be ready for promotion.
7. Profit by giving your brain work and exercise.
8. You can't find out how good or bad a thing is without analysis.
9. Curiosity will help you to analyze.
10. Careful analysis will develop good judgment.

The secret of happiness is not in doing what one likes, but in liking what one has to do.—JAMES M. BARRIE

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24. LOYALTY

There is no greater satisfaction than the thought that you have always been loyal—friend to friend, employee to employee, wife and husband to each other and lovers to each other. Loyalty is a priceless quality and with it, you will have strength and courage to win your battles. Never criticise, condemn, or vilify your employer or the institution to which you belong. Nothing will lower you more quickly in the estimation of a person you may wish to impress favorably, than an expression of disloyalty. It pays to

speak well of your employer or associates, to think well of them, and to stand by them. Help to improve your employer's business; try to eliminate waste, errors, or any dishonest practice, of which you may have knowledge. If, for any reason, you do not approve of the business methods of your employer, resign your position, because you cannot succeed with disparaging thoughts. Criticism, knocking or fault-finding are habits that are bad; therefore, if you are guilty, give them up completely. Think of loyalty as something worth while, honorable, and beautiful.

Vocabulary of Constructive Thinking

integrity	grace	impartiality
uprightness	principle	incorruptibleness
honesty	trustworthiness	respectability
veracity	faithfulness	justice
honor	purity	fairness

Vocabulary of Destructive Thinking

dishonesty	unfairness	disobedience
dishonor	treason	insubordination
disgrace	baseness	impatience
bad faith	degradation	restlessness
treachery	rascality	resistance

Considerations for Improvement

1. Defend the person who is being "knocked."
2. An ounce of loyalty is worth a pound of cleverness.—Elbert Hubbard.
3. Loyalty is worth more than dollars and cents.
4. Unless you are loyal, do not expect loyalty.
5. Loyalty is a quality of the heart that reflects love and good deeds.
6. Loyalty will win confidence of employers.
7. Beware of the person who is always suspicious and usually grumbling and censuring.

8. Make yourself an example of steadfast loyalty.
9. Be loyal to friend or foe.
10. Loyalty is priceless.

All truth is safe and nothing else is safe; and he who keeps back the truth, or withholds it from men, from motives of expediency, is either a coward or a criminal, or both.—MAX MÜLLER

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25. OBEDIENCE

A life-long practice of obedience will more than compensate you. There is obedience to divine, moral, and civil laws; also obedience to laws of a social and business nature. To have happiness and success, you must realize need and importance of rendering prompt and cheerful obedience. In this way, you will form the habit which should be observed in association with your fellow men in business or social intercourse. This applies to the simplest duties of home and office. Nothing will be more destructive to your ambition than disobedience and ingratitude. If you are negligent, careless of obligations and selfish, you will ruin every opportunity that comes your way. The habit of disobedience formed in small things brings endless evils in its train.

Obey the orders of your superior to the letter. Do not think you have the right to do a thing your way; do as you are told. In the obedient thought, we love and help one another without asking return. It is a pleasure to serve rather than be served, give rather than receive, and bless and help continually.

VOCABULARY OF CONSTRUCTIVE THINKING

loyalty	fidelity	constancy
devotion	homage	integrity
allegiance	subjection	observance
faithfulness	duty	consistency
fealty	truthfulness	submission

Vocabulary of Destructive Thinking

disaffection	infidelity	disloyalty
treachery	rebellion	selfishness
sedition	lawlessness	treason

Considerations for Improvement

1. Observe obedience of a soldier to his superior officer.
2. An army organization is the highest type of perfect obedience.
3. To be loyal, you must be obedient.
4. Do your duty without fear of consequences.
5. The consciousness of obedience gives strength of character.
6. Be obedient to right, without supervision.
7. Disobedience has been the cause of much sorrow and failure.
8. Disobedience leads to infidelity and lawlessness.
9. The disobedient person is a lawbreaker.
10. Form the habit of strict obedience.

The prizes in all the games of life are won by the strong, determined, far-sighted and fleet-footed chaps who have trained themselves by self-denials and constant effort along definite lines.—John Wanamaker

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26. USEFULNESS

If you fill properly your place in the work of life, you will be useful to yourself, society and the business world. If you think only of earning a living, however, your usefulness will be limited. Help your fellow-men. Give service beyond that of personal interest. When you become successful, the community and civic life will need your assistance. The first step is that of right employment. When you have obtained a position in your chosen vocation, your earnings and advance-

ment will be governed in proportion to your usefulness. Be industrious beyond demands of your present duties, then when advancement comes, you will be ready to respond. Many persons fail to forge ahead because of apathy and indifference. Make yourself useful, generate power to produce; be helpful and capable.

VOCABULARY OF CONSTRUCTIVE THINKING

efficiency	beneficial	profitable
adequacy	conducive	suitable
productiveness	favorable	effectiveness
good	employment	helpful

VOCABULARY OF DESTRUCTIVE THINKING

inefficiency	futility	inadequacy
ineffectual	unavailing	worthless
profitless	selfish	unsocial

CONSIDERATIONS FOR IMPROVEMENT

1. Endeavor to render real service.
2. Never say you can find nothing to do.
3. An employer does not like an employee who always needs urging.
4. Your capacity and earning power will increase with proper use of your time.
5. You will win by keeping always at it.
6. Usefulness means hard work.
7. A useful person is one with many talents.
8. Make yourself useful and you will be paid accordingly.
9. Do not hesitate to do the other person's work.
10. Better be busy than idle.

It is not he that enters upon any career, or starts in any race, but he that runs well and perseveringly that gains the plaudits of others, or the approval of his own conscience.
ALEXANDER CAMPBELL

27. MORAL ATTITUDE

A person's attitude toward morality should be unassailable. The study of morals is study of right and wrong conduct. Moral truths should be practiced, thereby exemplifying right living. You should never forget the spirit of morality, but be influenced by the principles it attempts to inculcate. Moral living maintains vitality and safeguards mental efficiency. It is an asset in any occupation, while immorality degrades and destroys. Defend yourself against the mesmeric attraction of unlawful living, as such indulgence will sap ambition and cause mental instability and misfortune. Beautiful things are pleasing to your highest sense of right. You cannot make a permanent step forward without being bound by highest ideals of morality. There is no vocational argument in favor of immorality, which weakens and undermines health, but there is proof of happiness and success in pure, reasonable, sane, right living. Be big enough to set a good example; play fair; realize your duty to mankind.

Vocabulary of Constructive Thinking

fairness	reasonable	conceive
propriety	square	duty
justice	right	fitness
honor	regard	virtue
good	reason	nobleness

Vocabulary of Destructive Thinking

injustice	immoral	disrepute
indolence	discourteous	bad
injurious	slackness	dishonor
improper	disrespect	wastefulness

CONSIDERATIONS FOR IMPROVEMENT

1. Clean thoughts make fine life-preservers.
2. Immorality will destroy mind and ability.
3. The product of vice is failure and poverty.
4. Seek good company and take good advice.
5. A clean life will attract opportunities.
6. Overcome evil with good.
7. To do well is to think well.
8. Good company along the way will elevate.
9. Have a worthy and lofty ambition.
10. Omit no opportunity to do good.

I love the man that can smile in trouble, that can gather strength from distress, and grow brave by reflection. 'Tis the business of little minds to shrink, but he whose heart is firm, and whole conscience approves his conduct, will pursue his principles unto death.—THOMAS PAINE

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28. INTEGRITY

It is your ambition to get into the right vocation and increase your worth. In exchange for this opportunity, you should give the world something for the privilege. In putting your talent on the market, a pledge should be made that you will never violate the virtue of integrity. Guarantee to do thorough work, speak the truth and under no pretext take advantage in business dealings. A person's character is often severely tried in the pursuits of business, therefore, stability is required in holding fast to honesty and justice. Be honest and fair with your friends, fellow-workmen and employer. There should be no doubt as to your moral soundness and freedom from corrupt influences or habits. Be dependable in fulfillment of contracts and discharge of trusts. Never cheat, lie, or steal, which persons sometimes do under the cloak of shrewd business. If

you have been careless in meeting obligations, check closely and grade yourself fairly.

Vocabulary of Constructive Thinking

nobleness	righteousness	honor
morality	conscientiousness	solidity
virtue	honesty	unity
merit	faith	intact
worthiness	loyalty	thorough

Vocabulary of Destructive Thinking

wrongdoing	impropriety	dishonesty
wickedness	laxity	dishonor
viciousness	looseness	deficiency
hardness	brutality	imperfection
immorality	depravity	insufficiency

Considerations for Improvement

1. Integrity is demanded in positions of responsibility.
2. There should be no question about your morality and integrity.
3. Make your promises good.
4. You cannot dodge honesty in small matters and expect to withstand greater temptations.
5. A person of known integrity is respected by everyone.
6. Suppress any disposition to defraud, deceive, or betray.
7. Fairness and straightforwardedness will return profit in the long run.
8. Walk upright and you need not fear censure.
9. Have comfort in knowing you can always be trusted.
10. Integrity above all else.

When you get into a tight place and everything goes against you, till it seems as though you could not hold on a minute longer, never give up then, for that is just the place and time that the tide will turn.—HARRIET BEECHER STOWE

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29. RESPONSIBILITY

Realize joy and pride in assuming responsibility. Even a child with an active mind is stirred with emotion when made responsible for discharge of a duty. How much more so, in the unfolding of your vocation, should you sense responsibility. The valuable employee can take charge of important work and do it with skill and dispatch. When this self-reliant quality is joined to willingness, integrity and common sense, you will forge ahead and assume leadership in the organization of which you are a part. Do not worry about doing more work than is demanded of you. There is no greater nuisance to an executive, heavily burdened with important work, than the assistant who tries to get his chief to think for him and is continually running to him for information and decisions. The person who is worth while and helpful has good judgment, and accepts responsibility willingly.

VOCABULARY OF CONSTRUCTIVE THINKING

duty	reliability	righteousness
fulfillment	solidity	competent
performance	soundness	complete
fitness	solvency	excellent
expert	obligation	accountability

VOCABULARY OF DESTRUCTIVE THINKING

indolence	abandon	detrimental
neglect	baneful	dishonest
violation	corrupt	imperfect
transgression	decay	incompetent
failure	deceitful	inferior

Considerations for Improvement

1. Look for important tasks.
2. Be ready to assume new responsibilities.
3. Have confidence in yourself.
4. Have courage to start things.
5. Ideas will be of little value unless you can assume responsibility.
6. With thorough knowledge, you will be more competent to make decisions.
7. Negligence makes an irresponsible person.
8. Failure to assume responsibility limits opportunity.
9. You cannot build a business without taking responsibility.
10. Be a leader—think for yourself.

If you ride a horse, sit close and tight,
If you ride a man, sit easy and light.—Franklin

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30. CONFIDENCE

Confidence is commendable and is a necessary requisite for advancement. Self-confidence will give you assurance, reliance, and belief in your ability to achieve success. To inspire confidence, you should have traits of honesty, sincerity, and loyalty. If you gain the confidence of those whom you serve, nothing can stand in the way of your just reward. Belief in yourself gives you a feeling of security which casts out evils of doubt and fear. Do not let discouragement hold you back; it may suggest lack of training or education. Willingness and confidence in your latent possibilities and virtues should triumph. If you inspire confidence of your employer, he will have faith in you, in your hopes and desires, and will help you.

VOCABULARY OF CONSTRUCTIVE THINKING

assurance	conviction	reliance
belief	credence	trust
certainty	credit	confide
faith	creed	entrust
assent	doctrine	hope

VOCABULARY OF DESTRUCTIVE THINKING

denial	mistrust	irresolution
disbelief	suspect	misgiving
discredit	hesitancy	skepticism
distrust	incredulity	suspicion
doubt	indecision	suspense

CONSIDERATIONS FOR IMPROVEMENT

1. Conduct yourself so you will be worthy of confidence.
2. Do not betray confidence of friends or business associates.
3. If you will follow this rule, it will strengthen your character.
4. Confidence in others gives power to overcome mistakes.
5. Have faith in yourself to do right.
6. Do not be looked upon with doubt and distrust.
7. A person who cannot be trusted has lost his grasp on success.
8. Be loyal to a confidence at any cost.

Fast or slow, I'll reach the top!
Birds that cannot fly can hop!—ARTHUR GUITERMAN

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31. TRUTHFULNESS

Here is the "pearl of great price," one virtue that is abused with graceful deceit and criminal intent when it should be the priceless possession of every person. Truthfulness is one of the most needed qualities in

life and should be observed in every word and deed. We trust the truthful person and consider his word as good as his bond. There are no degrees of truth. Speaking the truth is habit and should be cultivated with fearlessness. It is the foundation of all personal excellence.

Petty falsehoods constitute an evil that destroys confidence. A falsehood may be told about keeping appointments, paying debts, about merchandise, about people. It may seem a small matter, but you are deceiving yourself and it is difficult to cover wrongdoing by lying. You should not think one thing and say another or promise one thing and do another. Do not lie; no falsehood is harmless or slight. One who practices lying not only loses respect and confidence of others but loses faith in himself.

Vocabulary of Constructive Thinking

fidelity	constancy	integrity
justice	devotion	loyalty
veracity	faith	frankness
virtue	sincerity	allegiance
honesty	straightforwardness	cooperation

Vocabulary of Destructive Thinking

infidelity	deception	fabrication
disloyalty	lying	distortion
treachery	evasion	misrepresentation
treason	perjury	exaggeration
falseness	forgery	fraud

Considerations for Improvement

1. Telling falsehoods is erratic thinking and may continue as a habit.
2. Avoid making exaggerated and hasty statements.
3. Avoid misrepresentation.

4. Keep appointments, pay obligations, and fulfill promises.
5. Insincerity is a form of untruthfulness.
6. Truth rests below the crust of appearances, upon the rock of facts.
7. Get the habit of honesty and truthfulness.
8. Speak the truth under all circumstances.
9. There is nothing baser than falsehood.
10. Confidence rests upon truthfulness.

You will succeed best when you put the restless, anxious side of affairs out of mind, and allow the restful side to live in your thoughts.—MARGARET STOWE

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32. SINCERITY

Sincerity involves morality and freedom from hypocrisy. Have you been sincere in your desire for knowledge and success? Failure or delayed progress may be caused by lack of sincere effort; therefore, to bring out your best qualities, you should test your application of honesty, straightforwardness, and sincerity of purpose. It will help you to be frank and unaffected with friends and business associates. Sincerity will open new fields of thought, increase your capability and attract interest. Sincerity does not brag or delight in exposing weakness but endeavors to see things in a helpful light.

VOCABULARY OF CONSTRUCTIVE THINKING

honesty	innocence	transparent
fairness	truthful	worthy
frankness	unbiased	true
guilelessness	unreserved	upright
impartial	artless	sharp
shrewd	adroit	artful

VOCABULARY OF DESTRUCTIVE THINKING

craftiness	cunning	deceitful
designing	foxy	insincere
intriguing	maneuvering	sly
trickery	wily	deceptive

CONSIDERATIONS FOR IMPROVEMENT

1. Be true to your highest conception of right.
2. Sincerity means a good conscience.
3. Prove you can be trusted.
4. Do not pretend.
5. Your reputation is what you make it.
6. A foundation built on honesty and sincerity will never crumble.
7. A sly or tricky person is soon left alone.
8. Nothing destroys confidence as quickly as an act of insincerity.
9. Do not adulterate the truth.
10. Emulate sincere and honorable people.

> It is a glorious privilege to live, to know, to act, to listen, to behold, to love. To look up at the blue summer sky; to see the sun sink beyond the line of the horizon; to watch the worlds come twinkling into view, first one by one, and the myriads that no man can count, and lo! the universe is white with them; and you and I are here.—MARCO MORROW

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33. GRATITUDE

Do you understand the meaning of gratitude and appreciation? Have you been grateful for the privilege of service and self-expression? Many people never receive help because, through selfishness and personal pride, they fail to show thankfulness for things done for them. It is not only your duty to give expression to your gratitude, but to make thoughtful acknowledgment in deed. If you have received helpful advice,

been assisted in your work, or befriended when in need, be sincere, humble, and kind in your expression of gratitude. When you are grateful, the way will be opened for greater good and accomplishment. The person who ignores kindness and favors, who makes ill return for good, is shunned and generally disliked. Ingratitude develops surliness, rudeness, and hardness of heart—errors which will defeat loyalty and ambition. To be successful, therefore, you should be grateful, and always express a friendly feeling toward any benefactor.

VOCABULARY OF CONSTRUCTIVE THINKING

gratefulness	forgiving	respect
thoughtfulness	condoning	obliging
pardoning	praise	helping
acknowledge	laboring	appreciation

VOCABULARY OF DESTRUCTIVE THINKING

ingratitude	malicious	thankless
pitiless	condemning	ruthless
revengeful	grudgingly	vindictive

CONSIDERATIONS FOR IMPROVEMENT

1. More kindness on your part might help.
2. A soft spoken word will often turn enemies away.
3. Words of appreciation too often are used sparingly.
4. Cultivate kindness and gratitude in business relations.
5. Be grateful for needed correction.
6. It is not all getting, but giving.
7. Generous confession of faults builds up character.
8. A quarrelsome person lacks gratitude.
9. It costs nothing to say "Thank you."
10. Look out for selfishness.

Nothing is easier than fault finding; no talent, no self-denial, no brains, no character are required to set up in the grumbling business.—Robert West

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34. HUMILITY

Whatever your vocation, you will find competition and in some instances, you may find yourself outdone. Do not envy others or bear ill will toward your associates. With your ambition to excel, keep in mind the grace of humility. You will prosper most when you put boastfulness and arrogance out of mind and allow modesty and humbleness to creep in. With genius and leadership, you will find modesty and humility. These are two splendid qualities a well-balanced person should possess. You can forge ahead with signal success without being overassertive. Do not brag; speak kindly of others.

Vocabulary of Constructive Thinking

deference	modesty	courtesy
obscurity	kindness	submissiveness
unpretending	decent	lowliness
unassuming	moderation	meekness
unobtrusiveness	retiring	self-respect

Vocabulary of Destructive Thinking

arrogant	presuming	impudence
boastful	pretentious	boldness
haughty	proud	conceit
assuming	swaggering	

Considerations for Improvement

1. Humility will bring goodness and holiness into your life.
2. Have respect for ability of others.
3. Let modesty and humility take place of pride and self-will.

4. Humility cannot be taught—it must be won.
5. A boastful person usually does the least.
6. You may cover ability with pride and arrogance.
7. Humbleness makes lasting friendships.
8. Humility will keep you from expressing injurious thoughts.
9. There is a remedy for everything, if you will look for it.
10. Turn over a new leaf, if necessary.

> Flowers have an expression of countenance as much as men or animals. Some seem to smile; some have a sad expression; some are pensive and diffident; others again are plain, honest and upright, like the broad-faced sunflower and the hollyhock.—HENRY WARD BEECHER

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35. KINDNESS

The faithful worker, through kindness, usually is a loyal supporter, while the one who serves through fear may be disloyal. The employer who gets faithful service and cooperation governs with kindness in place of coercion. Kindness is the practice of the Golden Rule. It stands for good feeling and in many of its uses it signifies almost as much as love. Like all virtues, kindness will become a habit only when it is practiced.

Learn to be kind by thinking kind thoughts and doing kind acts. Fill your heart with the spirit of kindness. It brings grace and charm into life and carries regard for others. Common courtesy, which makes the relations of people a source of pleasure and happiness, has its root in kindness. The peace and joy of harmonious occupation can be greatly disturbed by a cross and overbearing person; therefore, exercise the spirit of kindness. It may be expressed by an encouraging

word, a helping hand or a helpful message to the disheartened. Have you given much thought to the innumerable opportunities in everyday life for being kind? Your character becomes stronger, richer, and more beautiful as you practice kindness.

VOCABULARY OF CONSTRUCTIVE THINKING

goodness	benevolence	genuine
friendliness	cheerfulness	gracious
pleasantness	companionable	honorable
lenity	dutiful	merciful
mercy	genial	obliging

VOCABULARY OF DESTRUCTIVE THINKING

hard	base	defective
hurtful	corrupt	dishonest
ill	decaying	false
immoral	deceitful	incompetent
imperfect	deceptive	mean

CONSIDERATIONS FOR IMPROVEMENT

1. Be kind and you will receive kindness.
2. Make kindness a natural habit.
3. Kindness makes the load lighter.
4. Do not be kind to further your ends.
5. Kindness is love, which, like goodness and forgiveness, incites good deeds.
6. Cultivate a kindly spirit.
7. If you have a touchy disposition, are cross, cruel or harsh, free yourself from these traits.
8. Your work will give you greater satisfaction if governed with kindness.
9. A kindness is never lost.
10. Persons usually will respond to kindness.

Neglect mending a small fault, and 'twill soon be a great one.—FRANKLIN

36. REVERENCE

A person who does not respect his employer and the organization fails to inspire faith or confidence. Many are trying to succeed with thoughts of ridicule and irreverence. Do not entertain suggestions of this kind. Reverence calls for honor and respect; demands loyal support; humbles the thought before spiritual things. Persons may not be religious, but they should not scoff or speak lightly of the Supreme Being. Profaning anything sacred is common and gross. A splendid character manifests itself in homage and reverence. Do you benefit from good and pure associations? You must think of these things and eliminate dangerous thoughts. Peace, prosperity and permanent happiness will come as you accept right rules of living.

Vocabulary of Constructive Thinking

adoration	worship	inspire
awe	respect	consideration
homage	revere	attention
honor	praise	approve
veneration	admire	esteem

Vocabulary of Destructive Thinking

derision	outrage	disregard
dishonor	ridicule	disdain
insult	scoff	contempt
irreverence	disrespect	mockery
scorn	disrepute	rudeness

Considerations for Improvement

1. To be reverent is to be humble and respectful.
2. Study to improve reverence.
3. Observe reverence in devout religionists.
4. Always respect Deity.
5. Always be reverent.

6. Obscene language is vulgar and offensive.
7. Do not use profanity.
8. Do not slander or vilify your employer.
9. Reverence attracts good.
10. Develop reverence for all truth.

Man cannot degrade woman without himself falling into degradation; he cannot elevate her without at the same time elevating himself.—ALEXANDER WALKER

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37. REASON

Do you act on impulse or use reason in forming right relationships and ideas? Some persons do not know how or are too careless to use power of reasoning, and therefore stumble along with uncertainty and fear. Whatever your work you, should be governed by careful reasoning. Put into force sound thinking and common sense. These will guide you to do right. Reasoning will exercise your positive qualities, unfold latent qualities, and bring to your mind possibilities for success. If your vocation is uncertain, you should take inventory of your positive and negative qualities. By doing this, you will avoid many mistakes. Have you been hitting or missing the mark with a thoughtless, irresponsible mentality? It is said wise reasoning does not unfold in early life. Prove the falsity of this supposition and apply reasoning to every problem and duty that confronts you.

VOCABULARY OF CONSTRUCTIVE THINKING

account	design	purpose
ground	incentive	argument
motive	inducement	cause
object	influence	consideration
principle	thoroughness	deliberation

VOCABULARY OF DESTRUCTIVE THINKING

disinclination	brainless	thoughtless
dissuade	inanity	foolishness
vacuity	incapacity	unreasoning
stupid	inconsiderate	hasty

CONSIDERATIONS FOR IMPROVEMENT

1. Right reasoning unfolds clear thinking.
2. Do not act until reason has justified your course.
3. Right conclusions will be reached when reason takes the place of impulse.
4. Always reason carefully.
5. Always have a logical reason.
6. Do not limit your capabilities and expansion on account of mental inaction.
7. Study all important propositions thoroughly.
8. If you cannot find a satisfactory reason, reconsider.
9. A wrong guess means loss of time and labor.

> The law should be loved a little because it is felt to be just; feared a little because it is severe; hated a little because it is a certain degree out of sympathy with the prevalent temper of the day; and respected because it is felt to be a necessity.—EMILE FOURGET

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38. PROGRESS

It would be futile to attempt to give you the full meaning of the word "progress," as applied to your life work, but one or two ideas may be presented to prevent your mind from refusing to think. If you do not progress and give your best to your work, you will be overwhelmed and defeated. You cannot give up, you must struggle for improvement, elbowing your way through the crowd, giving and taking. Your progress may not have been rapid or satisfactory, but application

of the qualities set out in this analysis should make for your success. You have faculty to think and with this, nothing can deter your advancement in mental or moral development. You wish to make progress, to continue on your course toward a happy and noteworthy career. Progress is not always measured in dollars and cents, but you can judge by the depth of your thinking what you have accomplished. People often arrive at middle age before much progress is made; this is not necessary. Plan your vocation early in life and see that you make some progress each day.

Vocabulary of Constructive Thinking

advancement	improvement	achieve
attainment	increase	acquire
development	proficiency	earn
growth	progressiveness	gain
accomplish	obtain	onward

Vocabulary of Destructive Thinking

check	stay	decline
stop	delay	abandon
lose	relapse	fail
miss	retrograde	forfeit
suspend	backward	

Considerations for Improvement

1. Progress will never survive dead ambition.
2. Progress is born of experience.
3. Brighten your dull qualities.
4. If you have not made progress, find the reason.
5. When your weaknesses have been pointed out, improve yourself.
6. Reason how persons around you have forged ahead.
7. Do not let time go by without progress being made.

8. Do not be guilty of wasting opportunity.
9. Tread heavily on petty obstacles.

Our doubts are traitors and make us lose the good we oft might win by fearing to attempt.—SHAKESPEARE

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39. MEMORY

A person cannot be successful without a reliable memory. What a pity to see a person who has attained a trustworthy position, going about with pencil and pad, making notes of everything he wishes to remember. A sound memory should receive highest commendation. Persons in all vocations need a dependable memory. Do not forget engagements or promises; it destroys confidence and reliability. Develop the power of close observation and attention. Memory practice should be a matter of definite study. If you fail to remember tasks, facts you have read or people you have met, you should not let the habit continue, but follow the necessary method for improvement. Your superiors will appreciate your ability to remember facts and information about your work. A good memory demands recognition and respect, but a person who continually makes the excuse, "I forgot," will not make progress.

VOCABULARY OF CONSTRUCTIVE THINKING

recollection	renewing	remembrance
impression	discernment	reviewing
reminiscence	knowing	retrospect
learning	exacting	retention

VOCABULARY OF DESTRUCTIVE THINKING

forgetfulness	obliterate	decaying
oblivion	losing	lapsing
indifference	oversight	effacing
unconsciousness	failing	inattention

CONSIDERATIONS FOR IMPROVEMENT

1. Concentration is required for a good memory.
2. Trust your memory; do not get the habit of making memorandums.
3. Reviewing facts will strengthen your memory.
4. Memorize valuable information.
5. Learn to memorize by comparison, visualizing.
6. To converse well, you must retain worth-while information.
7. The embarrassment and inconvenience of a faulty memory should urge you to correct it.
8. Study to improve yourself. You must remember the result of analysis.
9. Make your mind a treasure-house of knowledge.

That is a good book, it seems to me, which is opened with expectation and closed with profit.—LOUISA M. ALCOTT

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40. THRIFT

Unwise expenditure of money causes social unrest and poverty. Know how to handle money. When society demands a financial outlay beyond the proper proportion of income, an adjustment should be made. A person who spends all or more than his income usually is in debt. Debts are easy to contract, but hard to pay. The spendthrift is usually unhappy and dissatisfied. Have you debts which are troubling you? If so, you cannot give your employer full value of your thoughts. If in debt, you should endeavor to free yourself of this burden. Proper management and economy should be adopted to permit reasonable saving. Thrift should begin early in life. This may call for self-denial and courage to say "No" when the question of unnecessary expenditures arise. The habit of economy and saving

rests upon that of work, and to save with regularity, you must keep steadily employed. The secret in accummulating an estate is not to spend all your earnings. An employer is more likely to trust you with responsibilities when you are thrifty and have successfully managed your personal finances. Use a good savings bank or take out a liberal amount of life insurance.

Vocabulary of Constructive Thinking

gain	economy	acquisition
profit	providence	obtain
prosperity	saving	frugality
product	retrenching	earnings
possession	liberality	generosity

Vocabulary of Destructive Thinking

extravagance	failure	hardship
privation	misfortune	prodigal
disaster	waste	adversity
calamity	despair	ruin

Considerations for Improvement

1. Realize the unfortunate condition of persons who have been extravagant and wasteful.
2. When you have a savings account or own property, be careful to keep them.
3. Thrift teaches how to spend as well as save.
4. A thrifty person will inspire confidence and self-reliance.
5. Thrift will produce a well-regulated mind, developing prudence, industry, and ambition.
6. Keep a business-like record of your private expenditures.
7. Do not live beyond your income.

8. Do not go in debt for luxuries.
9. Learning to save in little things will give you the right start.
10. Be satisfied with what you can afford.

> Debt, grinding debt, whose iron face the widow, the orphan and the sons of genuis fear and hate; debt, which consumes so much time, which so cripples and disheartens a great spirit with cares that seem so base, is a preceptor whose lessons cannot be foregone, and is needed most by those who suffer from it most.—EMERSON

CHAPTER IV

CHOOSING YOUR VOCATION

All business as now conducted—particularly those lines of business which embrace the so-called industries—requires specialized training and technical education; in fact, so much scientific knowledge that the distinctive line between "business" and "profession" is fast disappearing.

Anyone who hopes to achieve success, even the average, must know more, or at least as much, about some one thing as any other one, and not only know, but know how to do—and how to utilize his experience and knowledge for the benefit of others.

The crying evil of the young man who enters the business world today is the lack of application, preparation, and thoroughness, with ambition but without the willingness to struggle to gain his desired end. Mental and physical strength come only through the exercise and working of mind and body.

There is too little idea of personal responsibility; too much of "the world owes me a living," forgetting that if the world does owe you a living, you yourself must be your own collector.—Theodore N. Vail

In the process of making an inventory of your personal traits and of estimating the possibilities of bettering yourself by increasing your power and defining your purpose, you have naturally given much incidental attention to the question of whether you are engaged in the work best suited to your capabilities. It is possible that you have not chosen a life work, and therefore approach the question of choice with no experience to guide you, but with the advantage of a

selfestimate according to the plan presented in the foregoing chapters.

Choosing your vocation probably will be the most important step in your life. The unfortunate results of leaving this step to chance are evident everywhere. You have only to look about you to see numerous examples of the harmful consequences of an initial vocational misstep. In many such cases, no blame attaches to the individual. Lacking guidance, such as is provided in this book or through the friendly counsel of an interested adviser, young men going out to earn their living take the first job that is open to them, and then make commitments, such as marriage, debt obligations, and lapses of ambition, that leave them at the mercy of their employment. Instead of working their job, the job works them.

Again, men and women to whose future a great deal of care and attention has been given by devoted parents, and others, find that the occupation for which they were prepared is utterly unsuited to their temperament. The parents have given unstintedly of their time and money in an effort to insure vocational happiness to their children, but the children have lacked opportunity to indicate their natural bent until well along toward preparation for another field of work, or their inclinations have changed under the influence of normal developments in the world of affairs. There is no absolute formula which will determine the best life career for a person of given traits.

But to the ambitious person who will put himself in position to survey the field ahead of him, and to approach a solution of the problem with a comprehensive knowledge of himself, the chance of making a mistake is small. Men and women who believe that

they are forever assigned to some "blind alley" occupation—that is, one of drudgery offering no future—into which they strayed in their first years of employment, will find, if they will devote some time to studying themselves and the opportunities about them, that their improvement possibilities are almost unlimited.

One of the striking features of America's rise to industrial supremacy is the executive capacity developed by young men who began their careers as apprentices with no thought of going outside their trade for an occupation. The chance of a foremanship stirred their ambition. They studied, planned, learned to understand men. They made good as leaders of small groups, and grew with their opportunities. The faculty that all these men had in common was a determination to capitalize their discontent.

Do not assume that because you are not entirely satisfied with your lot, you are in the wrong vocation. You may have curable defects of temperament which tend to make you dissatisfied with any pursuit which calls for hard work. It is a fact that men and women with certain broad talents can assert them in a number of ways with equal success. If you are discontented in your work, it may merely mean that the conditions under which you are working are not favorable. You may be associated with others whose temperaments are a constant source of irritation to you. It is possible that you may have worked yourself, without having realized it, into a position in your organization where every fresh evidence of your superiority is a menace to your advancement because of the jealousy of those in power above you or the mysterious workings of that most costly of all organization defects, "office politics." If you feel that you are not getting ahead, it does not

necessarily follow that the trouble is in the life-work you have chosen.

Resist a temptation to change jobs, and especially to change your vocation, for trivial reasons. Question all reports about the success of some former schoolmate or fellow worker who is said to be rising with startling rapidity. Do not allow this to influence you to make a change in your plan until you have made sure that reports about his progress are true, and that, if true, he rose by means which you can command. Do not be misled by frequent urging to get "out of the rut." That rut may prove, upon close examination, to be the sure and straight line to the realization of your most cherished ambition. Forty years in a rut is the story behind the election of many a railroad president. But in each case the man climbed out of his rut now and then to see where it was going, and between times he worked to make it a useful and progressive rut.

Do not waste time in drifting. If a searching examination of yourself and a close survey of your vocation reveals to you beyond doubt that you are at the wrong line of work, get out and get on. But beware the temptation to flit from one job to another hoping that chance will do for you what you should do for yourself. Find an occupation suited to your capacities.

In choosing your vocation, put yourself in position to see what many vocations have to offer. You can find out much about various vocations by reading about them. In a later chapter, you will find some general descriptions of selected vocations. Use your contacts to explore the possibilities of as many vocations as possible. Remember that men and women are, as a rule, glad to talk about their work. This is especially true of those who are satisfied with their choice. It

gives them pleasure to discuss their affairs, and many feel a vocational pride which obliges them to help talented young people to enter and carry on the same work. Interview these people as opportunity affords, or make the opportunity.

Be careful not to let a friend's enthusiasm for his work upset your judgment. The fact that he likes his vocation may not mean that it is suited to your capabilities.

Consider only fundamentals. Evidences of great prosperity in persons successful in a given line have blinded many to a wrong vocational choice through failure to probe beneath the prosperity to the underlying cause, such as the natural aptitude of the other person for the work, combined with a high sense of responsibility to its exacting demands upon time and ingenuity.

Do not aspire to a vocation for which, obviously, you cannot fit yourself. It is better to do your best in a second-choice vocation than fail in one which you cannot, because of conditions beyond your control, succeed. Certain exceptional men and women have the energy and vigor to break down almost any barrier to success in any field of work, but before giving too much weight to their example, determine whether you are in this favored class.

Cultivate the general qualities which help in any line of work. Be alert, enthusiastic, cheerful and friendly. Avoid yielding to discouragement, and avoid discouraging others. You have, perhaps, wondered why you avoid the company of certain persons whom chance brings into your circle. You will find, in many cases, that the person radiates a cloud of discouragement. He finds fault, questions motives,

predicts failure. You avoid him because he exerts a negative influence upon your ambition. Seek company that cheers and, above all, be cheering yourself. You will find people cultivating your friendship. When this happens, you may be sure that you are helping your vocational choice to success.

As an aid to a check-up on your vocational preference, the following questionnaire has been found useful. It will supplement your self-analysis. Ask yourself these questions. Consider your answers carefully. Be honest with yourself. Write out the answers. Give each question a chance to grip your mind and force a frank, complete and honest answer. Then study the answers as if they had been given by another person. Assume that they mirror the vocational problem of a close friend who has entrusted to you the question of selecting his life work. Reconsider the answers in the light of your deductions about yourself in working out the grading chart in Chap. III. Strive always for a clear knowledge of the facts and conscientious thinking about them.

The following self-questionnaire may well be reconstructed on a large sheet of paper with room for extensive answers.

Analysis for Vocational Application

1. Occupation of parent or guardian:.....
2. Are you studious?.....
3. Do (or did) you "get by" in school or do (or did) you "plug hard?".....
4. Are you inventive and do you like to devise improvements?.....
5. Have you mechanical ability?.....
6. Do you express yourself well in writing?....in speech?.....
7. Do you like to direct things?.....Are you timid?.....

8. Do you stick to a job until it is finished?.....
9. What work appeals to you most: mental activity..... physical activity.....methodical work.....; or a variety?.....
10. Can you work well under high pressure?.....
11. Do you like time and leisure in your work?.....
12. Do you like details in work?.....
13. Are you quick or slow in your movements?.....
14. Do you like work that requires talking?.....
15. Do you grasp an explanation quickly?.....
16. Do you like work that requires accuracy and perfection?..
17. Do you enjoy meeting strangers?.....
18. Do you prefer indoor or outdoor work?.....
19. Vocation chosen?.....
20. Define work in detail.....
21. Extent of work; numerically...number of opportunities...
22. Working hours?.....
23. Does work require traveling?.....
24. Educational requirements, high school and college?.....
25. Possible future developments?.....
26. Is work in pleasant surroundings?.....
27. Compensation at start?..... When experienced?.....
28. Ways of getting started and opportunities for advancement?.....
29. Is competition strong?.....
30. Have you capital required for preparation?.....
31. What talents and qualities are required?.....
32. Is usefulness limited?.....
33. Can you express yourself fully?.....
34. Have you talents required for vocation?.....

CHAPTER V

ESTIMATION OF SELF

EXPERIENCE

> Spiritual forces when manifested in man exhibit a sequence, a succession of steps. It follows, therefore, that when a man at one period of his life has omitted to put forth his strength in a work which he knows to be in harmony with the divine order of things, there comes a time, sooner or later, when a void will be perceived; when the fruits of his omitted action ought to have appeared, and do not; they are the missing links in the chain of consequences. The measure of that void is the measure of his past inaction, and that man will never quite reach the same level of attainment that he might have touched, had he divinely energized his lost moments.
> FRIEDRICH FRÖBEL

In the foregoing chapter, general consideration was given to the question of choosing a vocation. In this chapter, special attention is given to the problem which confronts the person of some experience in one or more vocations who has come to the conclusion that he must give serious thought to the question of whether he should change his vocation. A separate chapter is devoted to this group because of the importance of this step in the lives of persons who have assumed responsibilities which argue against a change unless it offers a fair chance of improvement. It is assumed in this chapter that the reader has developed some maturity of judgment and has analyzed, criticised, and graded his personality as herein suggested, and given due attention to the preceding chapter.

Make a complete history of your employment experience, using the blank forms that follow. This will jog your memory and provide readily accessible data of great value to you in case you decide to seek other employment, particularly in a different line of work. These blanks have been used by employment experts charged with placing thousands of men and women, and it is well for any person to become familiar with them.

Your name?.....
Address?.....Age?.....
Religion?.....Married?.....Dependents?.....
Have you ever been bonded?....Live at own home?.....
Parents' home?.....Board?.....Hotel?.....
Height?.....Weight?.....

Record of employment, beginning with the first position you ever held. Include all positions, large and small.

Date		Name of company	Name of official in charge	Your position	Your salary
From	To				

To achieve what the world calls success, a man must attend strictly to business and keep a little in advance of the times.

The man who reaches the top is the one who is not content with doing just what is required of him. He does more.

Every man should make up his mind that if he expects to succeed, he must give an honest return for the other man's dollar.

Grasp an idea and work it out to a successful conclusion. That's about all there is in life for any of us.—EDWARD H. HARRIMAN

Give details of your experiences in various positions. This information will show definite reactions under actual working conditions and perhaps indicate why you succeeded or failed. Each question has been formed with the idea that the answer may lead to helpful thoughts and actions pertinent to your vocational selection. Consider each question carefully and use your best judgment in answering.

Use the following chart of questions for two or more of the most important positions you have held. Answer in full.

Name of company.....
Your daily duties.....
.....
Were you fitted for the work?.....
Did you think quickly and accurately enough to satisfy the employer?.....
How did you get the position?.....
Length of employment?.....
Did you make good?.....
Did you get along with your associates?.....
Did you get along with your employer?.....
Did your employer like you?.....
Were you discharged?.....
If so, why?.....
Was your employer fair?.....Reliable?.....
Were you promoted?.....
Were you interested in your work?.....
Did you advance in experience and ability?.....

Check items listed below that you think may have retarded your progress in any position you have held.

Lack of
Initiative.....Concentration.....Ambition.....
Study.....Application.....Ability.....
Disposition.....Opportunity.....Moral habits.....
Proper vocation.....

Are you willing to acknowledge your mistakes, thereby opening the way to self-improvement and progress?

> When men are rightly occupied, their amusement grows out of their work, as the color petals out of a fruitful flower; when they are faithfully helpful and compassionate, all their emotions are steady, deep, perpetual and vivifying to the soul as is the natural pulse to the body.—JOHN RUSKIN

What can you do best?

Make a list of the things you can do. You probably are more skillful in some things than in others. Name work in which you are most efficient. Name other things you can do, if any, in the way of entertainment and athletics:

1		6	
2		7	
3		8	
4		9	
5		10	

What do you wish to do?

If you are not engaged in a congenial pursuit, make a list of your desires and ambitions. For your vocational selections, study list of occupations carefully. For other activities, consider your individual talents and adaptability.

1		6	
2		7	
3		8	
4		9	
5		10	

To awaken each morning with a smile brightening the face, to greet the day with reverence for the opportunities it contains; to approach my work with a clean mind; to hold ever before me, even in the doing of little things, the Ultimate Purpose toward which I am working; to meet men and women with laughter on my lips and love in my heart; to be gentle, kind and courteous through all the hours; to approach the night with weariness that ever woos sleep and the joy that comes from work well done—this is how I desire to waste wisely my days.—THOMAS DREIER

RECREATIONS AND PASTIMES

You may learn much about yourself by making an appraisal of time spent in sports and diversions. You are often more natural in your expression of certain active qualities.

Draw a line under the games or pastimes you have indulged in most: Baseball—football—tennis—golf—handball—hiking—fishing—hunting—radio—music—reading—poker—bridge—other card games—dancing—movies—theaters—motoring—travel—swimming—gymnastics—billards—needlework—painting—club or lodge work—motorboating—skating—gun club—nature study.

List hobbies, if any, and how much time (in hours) you average weekly on each. Many persons divide their time between a hobby and a vocation and often the latter suffers.

	Name	Time
1.		
2.		
3.		
4.		

Except a living man there is nothing more wonderful than a book! a message to us from the dead—from human souls we never saw, who lived, perhaps thousands of miles

away. And yet these, in those little sheets of paper, speak to us, arouse us, terrify us, teach us, comfort us, open their hearts to us as brothers.—CHARLES KINGSLEY

EDUCATION

In estimating your educational resources, you will, of course, think first of your formal schooling, that is, the years that you spent in grammer, secondary, college, graduate, and special schools. In the table at the end of this section, provision is made for listing these schools and a few facts about your experience there.

No attempt has been made to go into a system of accurate appraisal of your whole educational background for the reason that education includes a great many experiences that may be all the more valuable to you because they are associated with events outside the possibilities of formal academic instruction.

Do not underrate the value of what is commonly known as a "good education." The college man who, upon realizing that he may not be able to make more money than a skilled laborer who has spent his time learning a good trade, bemoans his fate, has either missed the benefits of college, or so belittles them as to make them of little use to him.

It is one of the incidentals of higher education that it excites men and women to an exaggerated idea of the value of their training. They believe that they should rise quick and far. There was a time when a college degree so distinguished a man in his community that he was at once marked for success, and found the doors of opportunity opening on all sides. That is no longer true. Young graduates now enter the professional and business world with plenty of compe-

tition. Some employers have discovered that they must know more about a man's education than the name of his college and his degree. They ask to see his college record.

Survey your own school history with the same thought in mind. If you ranked high, with ease, in some subject, you can be sure that the instructor, the subject, or the nature of the method of instruction had some key to your personality which, if you can apply it in your search for a vocation, will help very much.

As to your educational experiences outside school, give special care to them. Have you, through profiting by failure, studying men, matching wits with successful men, and ingenious application of your special training, learned the great secret of shrewd and forceful dealing? If so, you will go far, regardless of your formal schooling. There is no educational substitute for such qualities as courage, persistence, and diligence. They are properties of the spirit. It is an abundance of these that carries men and women lacking formal schooling to heights unattainable by any who rely entirely upon a long school and college experience.

In making a more exhaustive inventory of your education, think of something you know, and know that you know, and run back in your memory to the beginning of your interest. All through your experience with this item in your stock of success attributes, you will find places where your interest was quickened, where the subject took on a new importance and appeared in a more favorable light. These steps mark progress in the educational process.

In the blank below, list your school education as a matter of personal record, and upon that frame recon-

struct the events which account for your full educational equipment. The second table following may, if completely filled out, recall to mind some episode in your school career that will suggest a new vocational field. The list of books in the next table should help to recall books that have impressed you. Rereading them may help to form a more perfect picture of your personality and a truer estimate of its possibilities.

Fill out the chart below, giving full information as to schools and colleges you attended and correspondence courses taken.

Training	Name of school	Years attended	If graduated, give degree
High school.....			
Normal school.....			
College or university.....			
Other schools.....			

> I do not despise genius—indeed, I wish I had a basketful of it instead of a brain, but yet, after a great deal of experience and observation, I have become convinced that industry is a better horse to ride than genius. It may never carry any one man as far as genius has carried individuals, but industry—patient, steady, intelligent industry—will carry thousands into comfort and even into celebrity, and this it does with absolute certainty; whereas genius often refuses to be tamed and managed, and often goes with wretched morals. If you are to wish for either, wish for industry.—JULIAN RALPH

Give your rating. Subjects preferred will indicate work for which you will be best fitted. You should take advantage of your strongest mental points. Consider each subject carefully. Draw a circle around

the letter that indicates your rating, using the following symbols: *A*, excellent; *B*, good; *C*, fair; *D*, poor.

Languages	*A B C D*	Physics	*A B C D*
History	*A B C D*	Shop work	*A B C D*
Mathematics	*A B C D*	Drawing	*A B C D*
Literature (English)	*A B C D*	Music	*A B C D*
Composition (English)	*A B C D*	Public speaking	*A B C D*
Civics	*A B C D*	Bookkeeping	*A B C D*
Chemistry	*A B C D*	Stenography	*A B C D*
Physiology	*A B C D*	Penmanship	*A B C D*

That life should appear commonplace to any man is evidence that he has invested it with the coarse habit of his thinking. Life is beautiful to whomsoever will think beautiful thoughts. There are no common people but they who think commonly and without imagination or beauty. Such are dull enough.—Stanton David Kirkham

Books Read the Past Years

	Title	Author	Classification: education; biography; fiction; etc.
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Magazines read regularly:	Magazines read occasionally:
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

After having filled out the questionnaires, it is probable that you will find that the history of your career has already been pictured to you in a different light. The process of writing what might be called a skeleton autobiography has added much to your knowledge about yourself. Go back over the whole story. Search diligently for evidence of lack of harmony between your work and your natural vocational inclinations. One of these may provide the clue which will set you right. Search, also, for evidence tending to show that you are in your natural vocational field. This self-estimation process can do you no greater service then to satisfy you that you have elected the proper vocation and need only to apply yourself more vigorously to your work.

Remember to analyze all discontent properly. If you are an accountant and discontented, ask whether it is because you are an accountant, or because your job is not suited, or the whole cause lies outside your work in home or community surroundings. Discontent, when utilized properly, is the most powerful incitement to progress.

CHAPTER VI

TRAITS OF PERSONALITY

> Everyone now believes that there is in man an animating, ruling, characteristic essence, or spirit, which is himself. This spirit, dull or bright, petty or grand, pure or foul, looks out of the eyes, sounds in the voice, and appears in the manners of each individual. It is what we call personality.
> CHARLES W. ELIOT

Now that you have seen the benefits of the self-questionnaire as used in preceding chapters, with a view to helping you to bring out facts about yourself with the aid of suggestions from the experience of personality experts, it follows that a check-up, by the same means, on certain important phases of your personality will be beneficial.

This chapter deals with a few traits that do much to form your character, traits which impress strangers, and upon which you are likely to be judged. Pay particular attention to these, not only to improve the impression that you will make, but to assist you in forming impressions of others.

Fill out the blanks with the same fidelity to truth that you have learned to value in previous questionnaires, and then study the answers very closely. The self-analysis process here defined in detail will enable you to refine the process of personality-shaping defined in general terms in Chapter II.

> The first and best victory is to conquer self; to be conquered by self is, of all things, the most shameful and vile.
> PLATO

APPEARANCE

Since people are often judged by their personal appearance, it is important this essential characteristic be closely checked. People often fail to progress because they do not make a good impression. Much of your personality is expressed by appearance. Success in business is dependent to a certain extent upon this feature of your personality.

Answer the following list of questions:

1. Do you wear "loud" or eccentric clothes?.....
2. Do you dress neatly?.....
3. Do you make an ostentatious display of lodge pins, pencils, or fountain pens?.....
4. Do you wear bad color effects in shirts and ties?.....
5. Do you keep clean?.....
6. Do you chew cigars in an unpleasant way?.....
7. Are your fingers stained with cigarettes?.....
8. Do you slump or sprawl in a chair?.....
9. Do you keep your hands and finger nails clean?.....
10. Do you have habits that are disagreeable to others?.....
11. Do you chew gum in an offensive manner?.....

Happiness itself is sufficient excuse. Beautiful things are right and true; so beautiful actions are those pleasing to the gods. Wise men have an inward sense of what is beautiful, and the highest wisdom is to trust this intuition and be guided by it. The answer to the last appeal of what is right lies within a man's own breast. Trust thyself.—ARISTOTLE

DISPOSITION

Proper regulation of your actions toward others is essential. An unfriendly, irritable disposition may cause loss of friendships and ill will of co-workers. Make an estimate of your disposition by answering the following questions:

1. Are you optimistic?
2. Are you tolerant of other's opinions?
3. Do achievements of others please you?
4. Will you listen to others' opinions?
5. Do you scorn and antagonize others?
6. Can you stand criticism?
7. Do you take offense easily?
8. Are you jealous?
9. Are you ill tempered?
10. Do you discuss your troubles?
11. Do you condemn other people?
12. Do you like humorous people?
13. Can you tell a clean, funny story?
14. Do you tease people and play practical jokes?
15. Can you take a joke?
16. Have you a keen sense of humor?
17. Are you pleasant to people?
18. Do you make yourself attractive and interesting?
19. Do you enjoy recreation?

Poverty is uncomfortable, as I can testify; but nine times out of ten, the best thing that can happen to a young man is to be tossed overboard and compelled to sink or swim for himself.—JAMES A. GARFIELD

MANNERISMS AND PERSONAL DEFECTS

With society so closely related in the business world, it seems wise to mention some offensive personal habits and mannerisms of people. It is with reluctance these are mentioned, but with long experience in advising students and hearing complaints of employers and others, need of correction is seen.

1. Do you think and talk continually about yourself?
2. Do you flaunt your opinions and ideas?
3. Do you harbor thoughts of trouble and talk about your diseases?
4. Do you continually indulge in "small talk?"
5. Do you listen to or tell vulgar stories?
6. Do you talk too much?

7. Do you know when to be quiet?
8. Do you tell everything you know?
9. Do you "gush:" are you guilty of affectation?
10. Do you play restlessly with tableware and ornaments?
11. Do you touch people when conversing with them?
12. Do you smile in a superior way?
13. Do you repeat rumors of trouble?
14. Do you try to attract people by personal display?
15. Do you have an unpleasant breath?
16. Do you neglect cleaning and care of your teeth?
17. Have you failed to cultivate a pleasing voice?
18. Do you speak indistinctly?
19. Are you lazy or listless?
20. Do you become too intimate in conversation and talk with your face too close to the one you are addressing?
21. Are you carrying a grudge against anyone?

CHAPTER VII

CLASSIFICATION OF OCCUPATIONS

It is right and necessary that all men should have work to do which shall be worth doing, and be of itself pleasant to do; and which should be done under such conditions as would make it neither overwearisome nor overanxious. Turn that claim about as I may, think of it as long as I can, I cannot find that it is an exorbitant claim; yet again I say if society would or could admit it, the face of the world would be changed; discontent and strife and dishonesty would be ended. To feel that we were doing work useful to others and pleasant to ourselves, and that such work and its due reward could not fail us! What serious harm could happen to us then?—William Morris

It would be difficult to give a complete list of all possible jobs. A tabulated list, however, is given showing numerous professions. This is to broaden your knowledge of vocations. Three main divisions are listed with detailed classification under each division.

Professions

Clergyman
Preacher
Writer
Journalist
Editor
Educator
Physician
Surgeon
Pharmacist
Librarian
Magician
Musician
Statistician
Actuary
Lecturer
Lawyer
Actor
Artist:
  Commercial
  Designer
  Painter
  Cartoonist
  Illustrator
Dentist
Personnel Worker
Chemist
Engineer:
  Building
  Sanitary
  Civil
  Electrical
  Hydraulic
  Mechanical
  Mining
  Heating and Ventilating

Commercial Vocations and Business

Purchasing Agent:
- Raw materials
- Live stock
- Merchandise
- Food products

Office Positions:
- Auditor
- Bookkeeper
- Credit man
- Cashier
- Private Secretary
- Book-machine operator

Business Enterprises:
- Banking
- Advertising Agencies
- Transportation
- Real Estate
- Jobbing
- Retail Merchandise

Salesman:
- Service
- Insurance
- Bonds
- Manufactured products
- Real estate
- Specialties

Brokerage
Insurance
Manufacturing
Printing and Publishing
Typist
Stenographer
Clerk
Correspondent
Advertising man

Crafts and Manual Workers

Construction:
- Mason
- Carpenter
- Paper hanger
- Plasterer
- Contractor
- Roofer
- Painter
- Electrician
- Plumber

Food Products:
- Canner
- Sugar-refiner
- Miller

Wood Products:
- Woodworker
- Cabinetmaker
- Ropemaker
- Upholsterer
- Paper-worker
- Tile-setter

Meat-packer
Tobacco worker
Cereal worker

Textile and Clothing Products:
- Garment-maker
- Shoemaker
- Carpet-worker
- Furrier
- Knit-goods worker

Metal Products:
- Steel- and Iron-worker
- Machinist
- Jeweler
- Lead-worker

Publishing:
- Lithographer
- Etcher
- Photo-engraver
- Printer
- Bookbinder
- Linotype operator
- Pressman

Farming:
- Florist
- Stock-raiser
- Fruit-grower
- Dairyman
- Poultry-raiser
- Nurseryman
- Tobacco-grower
- Cattleman
- Sheepman
- Grain-grower

No Change

With doubt and dismay you are smitten,
You think there's no chance for you, son?
Why the best books haven't been written,
The best race hasn't been run;
The best score hasn't been made yet,
The best song hasn't been sung,
The best tune hasn't been played yet,
Cheer up, for the world is young.

The best verse hasn't been rhymed yet,
The best house hasn't been planned,
The highest peak hasn't been climbed yet,
The mightiest rivers aren't spanned;
Don't worry and fret, faint hearted,
The chances have just begun,
For the best jobs haven't been started,
The best work hasn't been done.—Berton Braley

CHAPTER VIII

ANALYSIS OF VOCATIONS

> Few men buckle down to find out their own inventiveness. Let us emulate, excel, and experiment in the things we do—and who knows what we may discover, and thereby benefit ourselves and the world at large.—JOHN WANAMAKER

The sixteen occupations here analyzed in a general way are offered as an answer to readers' questions about particular occupations, or about how they may make their own analysis of occupations in which they are interested.

The selections are not intended to cover all the field, or even a great part of it. They are, for the most part, occupations appealing to large numbers of ambitious Americans, either as a life-work, or as a stepping-stone to the ownership or direction of a business employing men and women in these lines.

For an exhaustive treatise of specific vocations, see books in any large public library, or consult successful men and women in the vocation.

This chapter embodies notes on the following vocations: accounting, advertising, architecture, credit, chemistry, commercial art, banking, engineering, personnel work, insurance, law, merchandising, purchasing, photography, salesmanship and journalism.

ACCOUNTING

Accounting is the keeping of accounts, reckoning of money transactions and preparation of written statements of business dealings.

There are five general divisions in accounting, *viz.*, general accounting, auditing, systematizing, cost accounting and bookkeeping.

A general accountant must be able to install accounting systems to meet the needs of any business, and to work out details of business organization and administration. An expert accountant must be familiar with the five above-named divisions of accounting. A certified public accountant is a general accountant who has complied with the state law, by examination or otherwise, and received the legal right to the use of the title, C. P. A.

Certified public accountants, or accountants in this field, audit the books of individuals, firms, or corporations; prepare financial reports; and install accounting systems. A general knowledge of the laws of contracts, partnerships, corporations, and the laws and regulation governing federal and state income, and other taxes, is necessary. The accountant should be able to make out all tax and statistical returns required by the federal and state governments.

An auditor checks a bookkeeper's work to see that the books are balanced properly, and to make an analysis of the business. He is held responsible for the accuracy of the books, and assists the accountant in making or revising accounting systems.

The work of a systematizer requires special study. His duty is to provide forms and records through which information may be obtained at the least expenditure of time, money and energy. He surveys business systems, and, if he finds waste, reorganizes to get the best possible results.

The cost accountant's work also is specialized. All efficiently directed business enterprises have a

cost-accounting department to compile accurate operating costs. The cost accountant determines the cost of producing merchandise or service, and analyzes the cost to bring about economic management. He should be trained in handling figures, understand the principles of accounting, and have a general knowledge of production methods.

A bookkeeper must have a thorough knowledge of double entry bookkeeping, know how to take a trial balance and be able to take a trial balance and make up profit-and-loss statements. Bookkeeping is the first step in accounting, and the importance of mastering this step can not be overemphasized. The beginner is often put to doing simple clerical work and advanced to bookkeeping.

A college or high-school education is desirable, but not essential to success. Many accountants have risen to important positions through self-education by observation, experience, reading and home study. Proficiency in penmanship and business arithmetic is necessary, and in temperament the accountant should be patient, painstaking, and trustworthy. It is an attractive calling, offering a fine opportunity for advancement.

ADVERTISING

The advertising expert gives information about a product or process through newspapers, magazines, billboards, books, folders, posters, radio broadcasting, handbills, window displays, and demonstrations.

The function of advertising is to create desire, inspire a friendly mental attitude, promote owner satisfaction, and, in general, break down resistance ahead of the salesman.

The principal positions in a firm which advertises a product are advertising manager, plan man, and copy writer.

An advertising manager may be employed by a firm having goods or service to sell. Some concerns turn all their advertising over to an agency, which handles the work for a number of firms.

The advertising manager of a firm is responsible for the success of the advertising policies. He should be able to create or improve the prestige of his firm, which requires a general knowledge of business practices and a very detailed knowledge of his own business.

The most important man in an advertising department or agency is the plan man, whose business it is to organize advertising campaigns. He should be in close touch with financial conditions, know human nature well, and be particularly informed about changes in the public taste. He should, of course, know all about the technical and artistic side of the business and the usefulness of various advertising media under different conditions.

The copy writer does the actual writing. He must be able to grasp a plan, to become enthusiastic about a worthy product, and to write briefly and clearly. He should be alert, imaginative, original, and versatile. He should have enough literary skill to rely on plain words to tell his story.

No person should expect great success in advertising without a good education, preferably college training.

This business, or art, is taught in many colleges, emphasis being placed upon a general education, with some specializing in business methods, the principles of art, printing, and practice in writing.

Formerly, advertising men were drawn from the newspaper field, but some of the leaders, both men and women, never had newspaper experience.

Advertising is a vocation in which ability is promptly recognized and liberally rewarded. Good work quickly increases sales, with the result that the possibilities of rapid advancement are great. Advertising offers wonderful opportunities to persons of ability and initiative.

ARCHITECTURE

This profession is the art of designing and constructing buildings. The architect reduces his conception to detailed drawings and written specifications, selects the material, and plans the decorations and equipment. He must have an intimate knowledge of all technical and craft problems. He must know materials and their prices, and all about such equipment as is necessary to complete a building for the purpose of the owner.

Landscape architects plan and supervise the grading, planting, and decoration of grounds for public and private buildings. They develop park and boulevard systems, plan cities, and utilize natural forests and other large holdings to make the most of recreational possibilities.

Building architects should have a thorough understanding, if not a thorough knowledge, of structural and civil engineering. A structural engineer should be familiar with public works, and with the work of civil engineers, surveyors and map-makers.

The tendency to building specialization is increasing and there is a growing demand for architectural and mechanical engineers. Within the special fields are

draftsmen and field men. The general architect should have some knowledge of the whole range of allied activities.

Architects often become contractors or engage in the manufacture of building material or furniture.

The successful architect must have imagination, structural and mechanical sense, skill in designing and drafting, and a feeling for art.

Architects usually are trained in a professional school after receiving a college education. Travel and extensive research are part of an architect's training for his profession. Architectural drafting is, however, a vocation open to high-school graduates, and if the draftsman is ambitious, resourceful, and willing to study long and hard, he has a fair chance of becoming an architect.

CREDIT

A credit man is charged with determining whether the customer is deserving the credit which he asks for in buying goods. He must be able to analyze financial statements, weigh credit reports, and especially to judge the sincerity of personal statements.

The success of a business may depend upon the credit man's ability to deny credit or to extend it in cases where he must rely largely upon his shrewdness for a correct decision.

It is necessary for credit and sales departments to cooperate. Salesmen are naturally disappointed when the firm refuses to fill their orders because of poor credit ratings. The credit man needs good judgment and a natural habit of courtesy, both in dealing with his firm's salesmen and with their customers.

When considering a credit risk, these questions should be considered by the credit man: To what use will the goods be put? Is the customer's character good? Is he a good manager? Does he pay promptly? Does he sell to desirable trade? Is his business location favorable? Is he extravagant? Does he do business in a steadily prosperous community, or one which would be adversely affected by short business seasons, unfavorable weather, poor crops, strikes, and general economic disturbances? The credit man should consider all these, and judge carefully.

Some customers are known as "sure risks," but they are a minority, and every business must sell to more or less risky buyers in order to meet competition.

A credit man should have a good disposition. His work calls for adaptibility and poise in trying situations. He should have executive ability and a thorough understanding of human nature. In preparation for this work, a college education with special emphasis on commerce and finance is helpful, but a high-school graduate willing to profit by night- and home-study courses may master the principles of the vocation. Credit men usually begin as clerks in the credit or bookkeeping departments.

CHEMISTRY

Chemical engineering is an inviting field for university-trained men who have completed a general college course and then taken advance work in chemistry.

Persons may become industrial chemists by serving an apprenticeship in an industrial laboratory, but as a rule they have difficulty advancing because of lack of mathematics and scientific French and German. Industrial chemists apply themselves to solving

manufacturing problems where there is need for determining the composition of raw materials, and the material and methods used in industrial processes. They examine textiles, paints, metals, food products, leather products, drugs, minerals, metals, and paper; and they create new products.

This field has been greatly extended since the World War awakened the United States to its shortcomings in industrial chemistry.

Persons usually enter this work as testers, analysts, and assistants in industrial, commercial, and college laboratories.

The rich rewards go to men and women with the true scientific spirit, good power of concentration and observation, and thorough basic training.

COMMERCIAL ART

The rewards of commercial art have attracted persons of unusual abilty to the field, where their creative designing and illustrating is seen in clothing, hats, jewelry, house furnishings and decorations, china, glass, silver, books, magazines, and advertisements.

Many designers are employed in the textile industries to devise new ideas in woolens, printed silks and cottons, carpets and rugs, woven pattern material, embroideries, and laces. Lighting fixtures, hardware, wall paper, and pottery call for the best talent of commercial designers. There are also theater experts who work with play-producers, theatrical costumers, and motion-picture companies. Illustrators of advertising material find plenty of opportunity to sell their services.

Beginners are usually employed as copyists, sketch artists, draftsmen, and colorists, advancing to the

decoration of lamp shades, greeting cards, baskets, furniture, and pottery. Some specialize in designing trade-marks, and in lettering.

The usual preparation is in an art school, where there are offerings of fundamental courses in drawing, painting, designing, composition, and modeling. The artist should be closely observant, and should have a sense of rhythm, color harmony, and perspective. He should, of course, know human nature and give much time to earnest, sincere study.

BANKING

Industry and commerce depend on credit, therefore, banks are a fundamental factor in the country's business. They control largely the expansion of business projects. With business development, bank credit is extensively used, and bank administration becomes increasingly important, requiring executives with keen judgment, broad knowledge, and experience.

Banks may be divided into groups as follows: commercial, private, savings, and trust companies.

The commercial bank serves persons in any business needing credit. Its assets are used in making short-time loans for commercial purposes. Its deposits are from individuals, firms, and corporations.

Private banks are regulated by state. They handle a variety of securities and do general banking business.

Savings banks sometimes do a commercial business. They encourage savings accounts mostly, however, and endeavor to promote thrift. Their deposits are usually invested in mortgages and are loaned on homes and for home building.

Trust companies may do commercial banking as well as trust business, although they act principally

as executors of wills, administrators of estates, guardians, trustees under mortgages, trustees or receivers in bankruptcy. They also feature savings accounts, make loans on good security and maintain investment, real estate, and insurance departments.

Positions in banks are as follows: President, cashier, vice-presidents, assistant cashiers, auditors, paying and receiving tellers, note tellers, discount clerks, head bookkeepers, posting clerks, and junior clerks. The executives are in charge of various departments. The loan and discount departments make loans and receive notes submitted for discount, keep records, figure discount and interest, and have charge of collateral loans. The receiving teller receives deposits and prepares exchanges for clearing houses. He should be familiar with different style checks to determine exchange charges and the transit systems through which checks are collected. The paying teller handles money paid out. He makes up payrolls and has charge of signatures of depositors. The auditor is usually the accounting head of the bank. He verifies the bank's work by reports from different departments. He may be a vice-president or controller.

The bookkeeping department has charge of the general books of the bank and makes up financial statements. The ledger clerks keep balances of depositors and figure interest on accounts. The business development department is responsible for getting new business and taking care of general publicity, partially through bank publications and pamphlets on budgets, thrift, and investments.

Good character, strong moral fiber, and absolute honesty are required of persons entering the banking business. Banking work brings one in contact with

the public, therefore, a good personality is important, as are courtesy, tact, and ability to make friends. This work requires alertness, ability to figure quickly and accurately, to think clearly and form sound judgments. Many times bank employees start as messengers or clerks and work their way into responsible positions.

Many bank messengers start working before they finish high school, but a high-school education or college work in banking and finance are much more helpful preparation. Advancement in a bank usually is slow, but the experience is valuable business training and will always prove a vocational asset. Good work in a bank is recognized, and promotion is sure for the person who will study and make himself worthy.

ENGINEERING

Important branches in the engineering field are civil, mechanical, electrical, and mining engineering. Subdivisions include design, construction, research, maintenance, administration, and sales.

Civil engineering is concerned chiefly with the design and construction of railways, highways, canals, harbors, rivers, and with water-supply, sewer, and irrigation systems. The engineer has supervision of construction, maintenance, and operation. He directs research and conducts specific tests and investigations of apparatus, materials, and processess.

Mechanical engineering deals with the design, construction, and operation of machinery and its application to industry, and the improvement of industrial machinery, mechanical devices, and appliances. Positions open to the mechanical engineer are: draftsman, designer, inspector, foreman, works engineer or manager, master-

mechanic, superintendent of motive power, research engineer. He may also be employed on motors of various type: automobiles, airplanes, and steamships.

Electrical engineering is applied to the design, manufacture, and sale of electrical apparatus and supplies, also to the production and distribution of electric power. The work of electrical engineers may include consulting, designing, constructing, estimating, inspecting, installing, managing, metering, operating, purchasing, testing, and selling.

Mining engineering deals with the scientific and technical problems of mining, testing soil and rock for mineral deposits, operating mines, and supervision of operations. A mining engineer may start his vocation by assaying, sampling, surveying, map making, or making chemical analyses. He may become general manager of a large mining project or consulting engineer, mining adviser, superintendent, or metallurgist.

Engineering often brings a person in contact with other classes of industry. It is necessary that an engineer cooperate with the merchant, builder, promoter, manufacturer, and industrial man.

There are innumerable vocational opportunities for people in the engineering field. Nearly every large corporation employs a corps of engineers.

It is said the field of engineering is overcrowded, yet the demand for persons with education, initiative, and ability is growing. One choosing engineering as a vocation should consider aptitude for mechanical problems, science in general, and mathematics. He should have power of imagination, creative instinct, sound judgment, patience to work long and hard for rewards, resourcefulness, adaptability, and self-reliance. The requirements may seem many and rigid, but in

order to progress, the engineer will find it necessary to develop a number of these attributes.

Qualifications to become an engineer may be acquired in different ways. The practical apprenticeship course may be started after leaving high school. This will give the student substantial groundwork experience. He then may obtain technical knowledge through university extension or home-study courses. Although this is a hard route and the temptation to discontinue study after leaving school is strong, will power and desire for higher education will pave the way.

An engineering course in college is usually four years, although a fifth year is often added. With his degree, an engineer is better equipped to meet other professional people. Many industrial concerns are making room for college graduates, positions being offered at fair salaries with opportunity for experience and advancement.

PERSONNEL WORK

A comprehensive plan for personnel administration has not been worked out by many firms or corporations. This important department sometimes is assigned to an officer of a company to whom personnel workers report; or the employment manager may have charge of personnel work, and direct various departments. Personnel work is organized and functioning in a number of department stores, industrial plants, life-insurance companies, banks, and social agencies.

A personnel department may have several divisions, such as employment, educational, welfare, health, and research. The employment manager attends to selection, promotion, transfer, and dismissal of employees. He should have knowledge of various places

to be filled and the nature of the business. This information may be had by gathering data about all occupations in the company. He should know human nature and be able to understand the ambitions of all employees. Many perplexing situations may arise, and he should be diplomatic, enthusiastic, and just.

An educational department enables a new employee to become acquainted with his work in the most efficient way, and relieves the foreman of giving instructions. An educational director usually prepares study courses to fit workers for positions or holds classes where instruction is given.

The welfare division of a firm looks after recreational interests and sees that housing and general living conditions are good. This division may have publication of a company magazine or paper in charge, direct the mutual-benefit association, or manage restaurant and rest rooms.

The health division usually has headquarters in a first-aid room or plant hospital where sick or injured persons may receive care.

The research department investigates the status of employees for the personnel department and acts in an advisory capacity.

In personnel departments, research work involves analyzing the employees and their jobs and investigating educational facilities.

The personnel manager will have problems affecting the employer and employee. He should, therefore, be fair and not make recommendations until he has viewed a situation from all angles.

A person should select his vocation, then training may be had through the personnel department. For example, one may accept a position in the employment

division as stenographer, record clerk, interviewer, and later be promoted to employment supervisor.

A complete high-school course should be the minimum educational requirement for this field. A college education is of great assistance, especially in the subjects of physiology, economics, and business administration. Single courses in personnel work or industrial relations are offered in a number of universities and may be taken through extension departments.

INSURANCE

Insurance may be defined as a protection against loss or damage by a contingent event, a contract whereby, for a stipulated premium, one party undertakes to indemnify or guarantee another against loss. The contract is set forth in a document called a policy. The principal forms of insurance are: life insurance, which insures one person against loss by death of another; fire insurance, against loss of property by fire; marine insurance, against loss of ship, cargo or freight, by perils of the sea; accident insurance, against loss by accidental personal injury; employers' liability insurance, against loss from injury to employee while in the employ of the insured; fidelity insurance, against loss from default or dishonesty of employees; and casualty insurance, against loss from personal injury or injury of property. (Policies are issued, in the case of the last-named class, to cover personal accident and health, plate-glass, burglary, steam boiler, elevator, and public liability.)

Persons in the insurance field should specialize. Insurance companies usually maintain a home office where many persons are employed. The organization

may be divided into departments as follows: officers, executive staff, statisticians, and medical; editorial, in charge of publications; and advertising, agency, purchasing, and clerical. Local offices are also maintained, where a general agent or manager is in charge. His force may include cashier, policy clerk, salesman, stenographer, and clerks. Other positions are open to those with experience, as inspectors, investigators, or adjusters.

The insurance field requires especially well-trained workers. In order to get started, therefore, a person may begin in the office as clerk, or in the field as salesman.

The actuary computes and establishes insurance rates. To do this, he should investigate and analyze natural laws affecting life, and base premium rates on principle of averages. His work is specialized and requires an analytical mind, special mathematical training and years of difficult work. He should have a college education with practical courses in insurance and economics.

Many insurance companies maintain courses in insurance and salesmanship for their employees and a standard course in this profession is offered by many colleges. Opportunities are many for the ambitious person in this business. Insurance is highly competitive and success may be attained only by willingness to work, patience, tact, and courage. General knowledge of insurance principles and specific knowledge of the policy sold are necessary. An insurance salesman should be able to express himself in simple, direct, and forceful language in order to present intelligently his arguments and get confidence of his clients.

In recent years, the public has shown greater appreciation of insurance than ever before; better understanding has been reached as to necessity of insurance. The field is interesting. It brings a person in contact with many types of persons and many phases of life.

LAW

Men and women considering the legal profession as a vocation should realize from the beginning that the way to success is long and hard. In some states the requirements for admission to the bar are so low that the public has little confidence in lawyers, as a class, and tends to rely upon those who have proved in competition that they are well prepared and qualified by experience to protect a client's interest.

The law appeals to persons who like to engage in exhaustive research, who look upon the profession as an opportunity to serve their fellowmen, who like to think and talk on their feet, and who enjoy public life.

Thorough preparation for the profession calls for a college course followed by two or three years in a law school, and some experience in a law office under the direction of successful lawyers. Many persons of limited educational experience can, however, pass state bar examinations and make a place for themselves in special fields.

Some lawyers specialize in the prosecution or defense of persons charged with crimes. Other lawyers confine their practice entirely to civil cases, that is, damage suits, the settlement of estates, suits on contracts, patent cases, etc.

The competent lawyer must, of course, familiarize himself with the numerous legal forms prescribed by the statutes of his state, he must learn to explore countless decisions for material bearing upon a particular case, he must have the initiative to fall back upon the underlying philosophy of the law to present his client's cause in the most favorable light, and he must have a general knowledge of business affairs and human nature.

Legal training is excellent preparation for many lines of work. From specializing in a narrow field, such as banking, lawyers develop knowledge which draws them away from their profession to large opportunities in business.

Through their interest in law, and the public notice which they attract in the practice of their profession, lawyers find their way into politics; and many young men and women looking forward to a career in the service of their government choose the law as an entering wedge.

Older lawyers are especially favored for important judiciary posts. These positions carry great dignity and prestige, and may well be regarded as a worthy life-goal.

The incomes of lawyers are sometimes greatly overestimated because of failure to take into consideration their office and other expenses, but the profession offers a satisfactory financial reward to men who will resist early temptations to compromise their integrity, and bend their efforts toward coming into their best years with a good professional reputation.

MERCHANDISING

Industry includes production of all manufactured articles, commerce covers operations connected with

distribution of raw materials and sale of manufactured products, while merchandising is the transfer of wares through wholesale and retail houses to the consumers.

Retail selling is handled through department stores, chain stores, specialty stores, independent stores, direct selling, and mail-order houses. The merchant undertakes to procure goods and sell them to the public. The department store, in particular, with its many activities, offers opportunities for various vocational careers. Store organizations include wholesale or contract departments, manufacturing departments, mail-order and catalogue departments, selling, accounting, advertising and personnel departments, and departments of building and equipment.

The department store requires a variety of vocational talent, and experience gained in one of its units may be applied to work in other fields. Some occupations, by departments, are:

Office and accounting: office managers, credit men, credit clerks, bookkeepers, cost accountants, correspondents, cashiers, stenographers, collectors, clerks, and office boys.

Merchandise department: managers and assistants, buyers, assistant buyers, receiving clerks, marking clerks, and stock clerks.

Selling department: sales superintendents, sales persons, floor managers, aisle managers, and clerks.

Personnel department: employment manager, research director, welfare director, educational director, with interviewers, specialists, nurses, investigators teachers, and clerks.

Advertising department: managers, copy writers, artists, window dressers, interior decorators, sign writers, and clerks.

Delivery and supply department: superintendents, engineers, electricians, carpenters, painters, shippers, deliverymen, elevator operators, and porters.

Numerous other positions are open in buying and selling departments, but as a rule, young persons start in one of these departments as stock clerk, office clerk, or salesman, and work into department managers, buyers, sales managers, office managers, accountants, and credit men.

This vocational field includes many workers with mediocre ambition and ability and the person willing to improve himself will not find it hard to get ahead. Indifference and lassitude on the part of many sales people enable a person with ability, energy, and courtesy to forge ahead.

Assets to persons in this field are: good appearance, pleasing personality, willingness to please, perseverance and self-reliance. Customers wish sales people to have knowledge of merchandise and interest in making satisfactory sales.

A person might obtain employment in a department store with only two years' high-school education, but in more important positions, a full four-year course often is regarded as essential. Many college graduates are now entering this field, and they reach the top more quickly because of their superior education. Special courses may be had in merchandising and related matters through home-study courses and in colleges, while a big store offers splendid training methods.

Education is a great help to a person entering the merchandising world, but of equal importance is hard work, loyalty, and integrity.

PURCHASING

A purchasing agent buys for public utility, manufacturing, and mercantile corporations.

Not long ago, buying for an industrial concern was done by an official and the so-called purchasing agent was a service clerk who acted as a buffer between the official and the persistent salesmen. Recognition and responsibility however, are now given the purchasing agent, and he is accountable for thousands of dollars expended by his company.

Purchasing agents have a national association with local organizations everywhere, where opportunity is provided for exchange of ideas. This has developed a spirit of ethics and cooperation and has done much to establish cordial relations with salesmen.

Centralized buying has saved many industries thousands of dollars as compared to the old haphazard method where everybody in the organization took a hand. In organizations where large expenditures are made, a buyer may be assigned to one commodity.

It takes years of varied experience to become a good purchasing agent. When one has "arrived" in this vocation, he should continue to study and observe. Industrial buying requires understanding and adaptability. The buyer should have intelligence, executive ability, and courage, with sense of justice and analysis, be familiar with the materials that he is buying, with their quality and price, as well as with the purpose for which they are to be used. He should know men and human nature, as he deals with all types. He should know how to distinguish sincere salesmen from insincere, intellectual from stupid. He should be able to buy with shrewdness and economy.

Success in this vocation requires years of study, as the quality of materials is constantly changing, and new information is needed. Shop experience is good training. Here the beginner learns to know raw materials, tools, machinery, and its operation. This apprenticeship should not be more than a year or two, after which a clerical position should be obtained in the purchasing department, where experience may be gained in handling requisitions, placing and checking orders, managing the store room, and studying methods of the purchasing department.

A purchasing agent should have, if possible, specialized training. Excellent textbooks on purchasing may be had from libraries. Some colleges are giving courses on this subject which are helpful to the person desiring to succeed in this profession.

PHOTOGRAPHY

Interest and enthusiasm are important requirements in photography. Although an occupation not difficult to master, the student should have adaptability. Motion-picture photography probably is the most highly developed branch of the profession and is of educational value.

The profession of photography may be divided into groups as follows: portrait photography, commercial photography, medical photography, press photography, motion-picture photography, and photographic illustration. In these groups, there is photography of landscapes, animals, still life, and color photography. Industrial plants require pictures of buildings, machinery, operating processes, and manufactured products. Magazine publishers, newspapers, adver-

tising agencies, and news-service agencies employ photographers.

To be expert and successful in photography requires years of study and experience. The beginner may start in the dark room of a studio, handling plates. These are developed, washed, and kept free from scratches and stains. From here, he may be promoted to positions requiring experience and ability. In the motion-picture or commercial field, a person may start as assistant to the camera man. This position requires experience with a camera. In the studio, retouching of negatives is done largely by women. The artist, in making the photograph, should have thorough knowledge of the camera and its adjustments, types of lenses, adjustment of light and exposure of plates.

Complete photography departments are being placed in some colleges and there are commercial and correspondence schools of photography. To reach the top in this calling, college training is helpful, as a number of the branches require artists and photographers who are capable of writing and reporting.

SALESMANSHIP

Salesmanship offers many opportunities for success. Every person, firm, or corporation is a customer for the salesman. Selling may be divided into three classes, *i.e.*, retail, wholesale, and manufacturing.

Retail selling serves the consumer through the department store, chain store, specialty store, and mail-order house. In this class of selling, one may start as stock clerk or junior salesman. Advancement depends on work and ambition to succeed. A person

should be neat and clean, courteous and willing. The clerk may become a retail merchandise man or a traveling salesman. One should not get into a rut as a retail salesman.

Wholesale selling requires specialized training and experience. The salesman should be able to get new customers and hold and satisfy old ones. Thorough knowledge of merchandise is necessary. Education, poise, and personality are essential. The salesman must be attractive, likable, resourceful, know a customer's needs, and sell accordingly.

With this training, one may go into business or obtain a position as sales manager or other executive. Earnings are large for a well-trained salesman, but the work is strenuous and demands ability and aggressiveness. Concerns selling products such as office appliances, household specialties, and automobiles usually employ specialty salesmen.

The sales representative of a manufacturing concern usually calls on jobbers and dealers or large consumers and must be able to handle all sales. Selling experience and a good education are needed to be a successful salesman.

Salesmanship is an art, and no salesman will succeed who does not thoroughly study the subject. Many persons reach the quarter or halfway mark, but do not advance further because they fail to study and do not try to overcome obstacles. A good salesman should make a neat appearance and above all, speak correct English. Motives for buying should be understood so the salesman can prepare intelligent selling arguments. A traveling salesman must become accustomed to living in hotels and meeting people under various circumstances.

Salesmanship is necessary in nearly every walk of life. You must be able to sell your services, your plans and your recommendations to your employer. There always is a leader, and the individual who can sell has a good chance of receiving that distinction.

Many concerns have splendid sales schools where representatives are trained in salesmanship and obtain knowledge of the product to be sold. A college education is not required to enter this field, although it is a valuable asset. It is often better for the beginner in salesmanship to work in the office for a time, where knowledge of business routine may be acquired. Courses in salesmanship are given by universities and correspondence schools and this specialized study is necessary for a successful salesman.

JOURNALISM

Broadly speaking, journalism includes the whole field of writing, editing, printing, and distributing all classes of publications.

The use of magazines and newspapers as channels through which manufacturers, merchants, and others make their first impression upon prospective customers and increase their standing with old customers, has, within recent years, greatly widened the field of journalism. Newspapers maintain extensive organizations for gathering, editing, and printing news without delay. Magazines spend vast sums in financing investigations by special writers and making their publication attractive to readers.

Newspaper reporting is still the door through which most men and women enter this work. One of the striking features of any newspaper news room is the

absence of old men. This is because reporting calls for an abundance of youthful energy, enthusiasm, persistence, and love of adventure for its own sake.

Reporters make many contacts with influential men, and if they are faithful and industrious, they usually receive offers of well-paying positions as publicity secretaries and directors, house-organ editors, advertising copy writers, secretaries to high public officials, and other positions with attractive futures.

The executive personnel of publications is, however, usually drawn from the news personnel. Journalism as a life-career offers fewer opportunities to bridge over into the publishing field than formerly, but general managers, managing editors, editors and reporters with long experience in a given line, such as finance or politics, command incomes comparable to those of men and women of the same ability in business and the professions.

In recent years, high schools and universities have devised courses in journalism. Students have the advantage of working on school and college daily papers. Some of these papers take news-wire and picture services, and are operated on the same plan as large dailies. The student who makes the most of one of these courses is prepared to make rapid progress in journalism if he will realize from the outset that he still is a student and must accomodate his training to the newspaper with which he casts his lot.

Persons contemplating newspaper work as a life-career should have a broad general knowledge of world-history, a reading familiarity with one or two foreign languages, a strong natural interest in politics, finance, the arts, sports, law, and human nature.

The ability to write plain, strong English is absolutely necessary. Some reporters never write a line. They telephone their stories to a stenographer, who transcribes them and they are then rewritten. But only the reporter who can put his own story into wo can make it ring true.

Owing to the large number of young men and women attracted to journalism in recent years, and well trained in school and college, competition for openings is sharp, but the opportunities for advancement in any one of many directions are numerous.

CHAPTER IX

HOW TO GET A JOB

> No one has success until he has the abounding life. This is made up of the manyfold activity of energy, enthusiasm and gladness. It is to spring to meet the day with a thrill at being alive. It is to go forth to meet the morning in an ecstacy of joy. It is to realize the oneness of humanity in true spiritual sympathy.—Lillian Whiting

Getting the right job after making an analysis of your capabilities is an important step toward success.

Perhaps, while reading this book, you decided on the vocation for which you are best qualified and reasons for this decision. By making use of suggestions in this chapter, you should get the job you wish and be able to hold it. The position you can fill is waiting somewhere. Keep hunting in an intelligent and business-like way until you find it.

You should bear in mind, when interviewing a prospective employer, that you will be hired for your fitness. He will not put you on the payroll because your rent is due or payments back on your automobile. He will not be interested in your wife's health or the knowledge that you are helping your relatives. He will be interested only in results, therefore, think results, talk results, and show results when you get the job. On this basis, you can compete with the other fellow and succeed. Most people get just about what they earn in the way of a salary; in other words, you will get out of a job what you put into it.

In interviewing a prospective employer, do not talk about how much you need the job; say little about yourself. Do not tell him your family troubles or discuss differences you may have had with former employers. Never seek an interview until you have checked every detail of your personal appearance. Careless grooming has caused many persons to lose out on their first interview. A clean, wholesome appearance makes a good impression.

It is not advisable to contradict or argue during an interview for a position. You should answer questions in a straightforward manner and express your views only when asked. Inquire about the work in a business-like way and speak in an assured manner of your experience and qualifications. Do not be indifferent or listless; show enthusiasm about the company your prospective employer represents and express a desire to be a member of the organization. If possible, establish a point of contact during the interview, a mutual interest. The more you know of his likes and dislikes, the easier it will be to establish this contact. Interest him in your personality, qualifications, ambition to make good and desire for work. Overfamiliarity in interviewing a prospective employer usually reacts to the applicant's disadvantage. A serious, courteous dignity will always win respect and consideration.

You have ability and service to sell and the right employer will need you. It is not a matter of soliciting, but salesmanship. Every good salesman studies his prospect, if possible, before interviewing him. Know what you are going to say. Study your prospective employer's business; prove to him you are the man he needs. Give him the impression (which

you hope is true), that the work he represents will be your life-work. Do not talk about salary. In most cases, a new employee gets what he is worth. The prospective employer, as a rule, will speak of salary and opportunities for advancement. He does not know future business conditions, that is, what expansions or reductions are going to be necessary. Furthermore, he does not know your capabilities, how rapidly you will advance, or how valuable you are going to be. Size up the concern. Do not make statements you cannot prove and do not misrepresent facts. Do not say you "can do anything." Realize the importance of your approach, and of the first impression you make.

Never enter an office smoking a cigar, or cigarette, or chewing gum. It is a bad business practice at any time. Do not slouch in a chair. During an interview, sit in a dignified position. Walk with head up, shoulders squared, and with a firm step.

Avoid being too timid in placing your application. Do not permit fancied inferiority or self-consciousness to confuse or hamper your progress. Do not be sidetracked through fear or timidity. Many persons are too timid to attempt anything worth while, yet are very capable. Such persons remain in the background all their lives. There is little room in this competitive age for shy, inarticulate workers. If you are this type, you must make up your mind you will overcome this handicap. Do not be brazen or too forward, but declare your ability and have respect for your vocation. You must overcome timidity by cultivating aggressiveness and self-confidence.

The spirit of "never give up" brings success. You can find the right job. Get down to hard work and

hustle! Try methods of securing employment outlined in this chapter. Perhaps you need a new start and more ambition. Be in earnest, determine to make the most of your time and opportunities and you will find the right job, and success. Employers are not interested in listless, indifferent workers; they wish employees who hustle and are determined to succeed. Keep pushing ahead, however difficult progress may seem. Never surrender. No one can hold you back if you are determined to win.

The fighting spirit of salesmanship should be the dominating spirit in finding a suitable position. You may think this requires intuition, but such is not the case, as many develop ability to sell through observation and study. Even though you may go down to defeat after several interviews, experience is gained and you should preserve until a proper place has been found. Enthusiasm makes a strong appeal with an employer if it is genuine and spontaneous, and displays natural interest and tact. The reticent person usually has difficulty getting recognition. Be enthusiastic about yourself and your ability. Above all, be earnest; let the employer see that you believe in yourself and that you know you can and will make good. Remember, the same course of thinking and action must be carried out after you are employed.

When an employer requests you to fill out and return an application blank, it usually means you have made a favorable impression and your application will receive further consideration. Your written application probably will be closely checked and unless you use care in answering every question fully and accurately, it may not be considered. Some questions may seem unnecessary, but they have been

put there for a reason and you should answer them correctly. Few employers will consider applications that are difficult to read. Misspelled words create a bad impression. Remember the employer is carefully weighing your personality and qualifications for the job and wishes all information he can obtain from every available source.

Your prospective employer will size you up by answers to questions on your application blank. If you give a chronological record of positions you have held, make it complete, with accurate dates. You may be under consideration for several positions and might leave out of your application the experience needed to get you one of the jobs. Be honest and straightforward. Do not try to cover up anything in your record. If you have good reference letters, they may be helpful, although some employers consider them of little value.

When you have obtained the right position, make good. A new employee should be interested in his work and attend strictly to his own business. A new job may be compared to a delicate instrument in the hands of an apprentice who must study its use, value, possibilities, capacity, development, and future service.

Many concerns are spending money liberally for the acquisition, education, and maintenance of man power, and new employees are looked upon as an investment rather than payroll expense. The employer wishes to get the most and best work at the lowest cost. To this end, he is interested in the morale and team work of his employees. The successful concern, as a rule, seeks a reputation for good working conditions, fair promotion and humane

treatment of its employees. You should, therefore, be compliant, at the same time adjusting yourself to conditions and following the policies of the company. Learn details of the business, its scheme of organization, rules, policies, and regulations. Find out what is expected of you and adapt yourself to your environment.

Modern industrial organizations keep detailed performance records of employees. They are interested in developing a high-class personnel which will keep them in the front rank with their competitors, if not a step ahead. In order to produce executives, they have special training courses, designed to develop capable leaders. Copy of the "Judgment Blank" now used by large national organization is reproduced herewith. It serves as an inventory of personnel, and enables executives to make intelligent promotions and transfers of qualified employees to better positions within the organization.

The questionnaire also aids the employee. He knows he is rated and therefore, studies the blank to get an idea of his ability and working habits. He also sees where he stands with his superior and understands what will be required to secure a promotion. If he rates himself honestly, he will probably discover points that need attention and can begin a program of self-improvement.

Wide-awake employers are endeavoring to build better organizations and weed out those employees not measuring up to satisfactory standards. Study the chart carefully. What rating would you give yourself? Perhaps the experiment may point out some interesting facts and prove valuable. The Judgment Blank follows: On pages 142 and 143.

Many persons do not know how to find work. Here is a list of the best accepted mediums through which to act:

1. Relatives, friends, business acquaintances.
2. "Help Wanted" advertisements in newspapers and trade papers.
3. Employment agencies.
4. Newspaper items and business publicity
5. Direct-mail campaigns.
6. "Situations Wanted" advertisements.
7. Direct calling on employers.

Your relatives and friends know you and are usually interested in your welfare. They know, as a rule, the experience you have had and the particular position you wish. Do not hesitate to make your needs known. Pride should not keep you from going to them.

"Help Wanted" advertisements in business magazines and trade papers often mean good positions. Generally they are in the classified columns, although advertisements for executive positions often are carried on display pages. It pays to read the daily advertisements carefully, when wishing to find work. A letter of application should be mailed immediately in reply to an advertisement. This letter should meet requirements stated in the advertisement and request an interview. Advertisements for higher-salaried, executive positions generally will be found in business magazines and trade papers.

Employment agencies are clearing houses for positions. That is their business and they are glad to serve you for a nominal fee. They are in touch with thousands of employers and spend large sums of money finding desirable openings for office workers

JUDGMENT BLANK FOR OFFICE EMPLOYES ..... DEPARTMENT

Name ..... Position ..... Date of Birth ..... Years in present position .....

Years with Company ..... Married ☐ Single ☐ Number of dependents ..... Owns or buying home: Yes ☐ No ☐

Self and family willing to move from present location: Yes ☐ No ☐ If any physical defects, give details .....

.....

Judgments on Personal Characteristics and Performance (See Instructions)

POINTS TO BE CONSIDERED	1 (Outstanding)	2 (GOOD)	3 (Satisfactory)	4 (FAIR)	5★ (Unsatisfactory)
Group 1—Ability To Do His Work: Quantity of work done ..... Quality of work (accuracy, neatness) ..... Ability to understand and follow instructions ..... Ability to get work done on time					
Group 2—Knowledge: Knowledge of his own work ..... Knowledge of department operations ..... Knowledge of the Company's business					
Group 3—Work Habits: Punctuality ..... Attendance ..... Time wasted during working hours ..... Care of working tools and equipment					
Group 4—Personality Characteristics Directly Affecting Work: Initiative ..... Adaptability ..... Integrity ..... Self-control ..... Industry ..... Cooperativeness ..... Judgment ..... Alertness					
Group 5—Personality Characteristics Indirectly Affecting Work: Appearance ..... Ability to impress people ..... Ability to make and hold friends ..... Enthusiasm ..... Tact					

Group 6—Physical Characteristics: General health..... Susceptibility to colds and minor ills..... Amount of time lost from work..... Eyesight..... Hearing.....

Group 7—Attitude Toward Company and His Immediate Superiors: Loyalty to Company's interests.....Willingness to follow instructions.....Reaction to supervision.....

Group 8—Executive and Supervisory Ability (Applies only to employes occupying executive or supervisory positions): Ability to plan work.....Capacity for taking responsibility..... Ability to train others in proper working methods..... Ability to lead others, secure cooperation.....

EFFORT TOWARD SELF-DEVELOPMENT:

What is he doing to fit himself for a more responsible position? (Home study, special courses, etc.).....

.....

Is he learning the duties of the positions above him?..... To what position or type of work does he aspire?.....

PROMOTIONAL POSSIBILITIES (SUMMARY OF ABOVE POINTS)

☐ **Class C Unsatisfactory in Present Work** Chief defect.....

How can it be remedied?.....

What work might he be fitted for?..... What action is planned?.....

☐ **Class B Satisfactory for Present Work only**

Chief limitations.....

Special training which would be valuable.....

☐ **Class A Has Capacity for Advancement** Positions to which he can advance.....

Ready now ☐ Needs more experience ☐ If so, specify.....

Ready about (time)..... Needs special training ☐ (Specify).....

.....

in positions paying from $75 a month to $10,000 a year.

The employment agency fills a great need in the commercial and industrial world. In a large city, it can be especially helpful. All agencies are not worthy of your confidence or consideration, any more than are all doctors, lawyers, or merchants. In using their service, investigation should be made as to their standing and reliability.

The author of this book is president of the Brown Efficiency Bureau, Inc., an employment bureau conducted in Indianapolis nearly sixteen years.

Newspaper items and business publicity are active sources of job prospects and supply suggestive tips to high-grade positions. Announcements of new business enterprises, new sales organizations, and incorporation of business firms supply valuable information to applicants. In this case, letter of application may be addressed to an official of the company or contact may be made through a friend.

Direct-mail campaigns are the best methods of making first contact with unknown firms, in seeking a position. The prospective employer may not have a vacancy in his organization, but should he receive a forceful letter of application, his attention may be directed to some weak link in the office and an opening be developed. Perhaps an employee is leaving, or a new position is being created. In either event, you are getting to him before he advertises.

Salient qualifications of the applicant should be briefly, yet clearly, stated. The pulling power of a letter of application lies in its appeal for a definite job for which the applicant is qualified. Many persons who make written application for positions

get few replies because they do not know how to set forth their best qualities. Each letter of application should be written neatly on good quality stationery, of standard business size. If it is written in a careless, slipshod way, the prospective employer will think you are careless about other things. Use a typewriter, where available. Sample letters of application follow.

4030 College Ave.,
Indianapolis, Indiana,
January 10, 1928.

Box 450,
Indianapolis Star,
Indianapolis, Indiana.

Gentlemen:

Answering your advertisement in today's *Star* for a stenographer, I wish to present my qualifications for your consideration.

PERSONALITY	American, 24 years of age, single. Live with parents, but pay for my board and room. I have trained myself to be quick and accurate. I am ambitious to succeed and will work hard for promotion.
EDUCATION	Graduate of Blank High School and Blank Business College. Also taking a correspondence course in Business English and letter writing. I read current books and magazines on subjects of an educational value.
EXPERIENCE	Two years with the Jones-White Company, handling general correspondence. Three years with the Marmon Motor Car Company as stenographer for the Sales Manager. I am rapid and accurate in transcribing my notes. I am also familiar with the duties of a secretary and competent to handle important and confidential matters. It is my desire to locate in a permanent position.

Should my application receive favorable consideration, I would be glad to have you extend me the privilege of a personal interview.

I am not so much interested in salary, as I realize an employee, as a rule, gets about what he is worth. However, my last position paid $175 a month.

Respectfully yours,

The above specimen of application is conceded by employment managers and various officials of industries to be the best form of submitting a personal history record. The applicant's personal data are clearly and thoroughly presented.

2060 Central Ave.,
Indianapolis, Indiana,
December 15, 1927.

Box 285,
Chicago Tribune,
Chicago, Illinois.

Gentlemen:

I should like to be considered for the sales position as advertised in today's *Tribune*. Following it an outline of my qualifications, also personal facts, which I trust you will give favorable consideration:

PERSONALITY	American, 34 years of age, married, two children. Health and habits good. I have always proved myself honest, reliable, and industrious. My sales record and ability will stand the closest investigation. I am seeking a bigger opportunity than I have in my present position, and your opening seems to afford this possibility.
EDUCATION	Graduate of High School. Graduate of Indiana University, B.S. degree. Have studied various forms of sales literature.
EXPERIENCE	Three years in minor positions after finishing college. Four years with large tire company, calling on dealers and

jobbers. Five years with nationally known Brass and Copper company calling on jobbing and manufacturing trade. My experience has been extensive along these lines, and my sales have always reached a satisfactory quota. Earnings have been $5,000 a year.

Perhaps my experience and qualifications will fit me for the position in your organization and enable me to demonstrate my worth. I will appreciate very much a personal interview, at which time reference or further information about myself may be furnished.

Very respectfully,

The above application is a personal letter in answer to an advertisement for a high-grade salesman.

Box 434,
Indianapolis News,
Indianapolis, Ind.
Gentlemen:

I am answering your advertisement in today's *News* for a bookkeeper.

My record in office work and bookkeeping since finishing high school has been steady, yet progressive. Although I have had several positions in various lines of business, for the last four years I have been on the general books of the Tower Mfg. Co. I understand the principles of cost accounting and have prepared monthly balance sheets and operating reports. I am accurate and fast in figures and quick to discern the solution and correctness of accounting problems.

I am twenty-seven years of age; married. I take a studious interest in my work and in order to be better informed, have completed a correspondence course in accounting. For consistent reasons, not reflecting on my work, I am out of employment and am anxious to get a position as soon as possible. I have been earning $200 a month, but am willing to consider a reasonable salary and prove my worth.

May I ask the privilege of a personal interview? If you wish to call me by telephone, my number is Main 4404.

Respectfully yours,

In the above letter, note the honest, direct appeal for employment. Also note in the second paragraph, the statement of experience in several lines, yet a four-year record with one company.

Mr. J. C. Strong, Pres.,
Midwest Mfg. Co.,
Indianapolis, Ind.

Dear Sir:

We have recently received an application for employment from an executive in whom you may be interested. He is a production manager, also experienced in purchasing and familiar with raw materials.

The man we refer to is 37 years of age, married, and a graduate of Purdue University in Mechanical Engineering. He has a successful service record and has proved, in former positions, his executive and administrative ability. His personality reflects intelligence, initiative, and resourcefulness.

His experience has been largely in automotive and machinery lines. During the last fifteen years, this executive has held several responsible positions with prominent manufacturing corporations. For the last six years, he has held the position of production manager for the Speedwell Automobile Co. Our investigation of his records indicates he has been successful and is well thought of by former employers. Due to circumstances which he could not control, he is now available and would, therefore, be glad of an opportunity to prove his ability. His salary has been $5,000 a year, but he is willing to start at any reasonable figure.

Should you need services of such an applicant, we would be glad to have him call on you for a personal interview.

Yours very truly,

This letter is an example of a direct-mail campaign. Each letter should be written individually and signed.

This is a specimen of the kind of letter used by an employment agency executive in selling the service of a client.

"Situations Wanted" Advertisements.—This class of advertising usually is run in classified columns of newspapers and trade papers and often brings excellent results. For lower salaried positions, the classified pages would probably be the best place to run the advertisement, while higher salaried, executive positions would probably get better results on the display pages. This method of selling your service is the most expensive, as a number of insertions should be made to expect reasonable results. In framing the advertisement, a clear, concise expression of the applicant's qualifications should be stated. Your sales copy should be brief and to the point. Keep in mind the prospective employer will get his first impression of you from your advertisement. Below are four examples of "Situations Wanted" advertisements:

AGRICULTURAL college graduate, infantry officer in world war, and ten years' experience in construction work, desires position with agricultural development project or in construction field as superintendent. Will go anywhere. Address Box 2467, Post-Dispatch.—*Houston Post-Dispatch*

BOOKKEEPER, complete charge, thoroughly competent; controls trial balance, credits, collections; 7 years' experience; answer correspondence; conscientious; excellent references: $25. M 266 Times.—*New York Times*

SALES MANAGER

Now employed, large Chicago Corp., seeks better field; age 37, married, 2 yrs. college; experience covers sales analysis, promotion, merchandising, etc., in field and office; hard worker, with good practical record. Address P 163. Tribune.—*Chicago Tribune*

CONTRACTORS—Registered architect wants connection with contractor, estimating; capable of keeping job moving; subcontractors; practical experience on job; knowledge of building business; 10 years' experience; reference. Address Box 9580. News.—*Indianapolis News*

Direct Calling on Employers.—This method of obtaining a position probably would put you to the least expense, providing you do not lose a great deal of time. It is often difficult to see the department executive, and the best you can do is to leave an application at the employment office. It is better to establish contract through a friend in the organization in order to reach the higher official. Employment may be obtained in this may, but it takes aggressive action, with perseverance.

CHAPTER X

PLAN SHEET BY YEARS

Every man is said to have his peculiar ambition. Whether it be true or not, I can say, for one, that I have no other so great as that of being truly esteemed of my fellow men, by rendering myself worthy of their esteem. How far I shall succeed in gratifying this ambition is yet to be developed. I am young and unknown to many of you. I was born, and have ever remained, in the most humble walks of life. I have no wealthy or popular relations or friends to recommend me. My case is thrown exclusively upon the independent voters of the country; and, if elected, they will have conferred a favor upon me for which I shall be unremitting in my labors to compensate. But, if the good people in their wisdom shall see fit to keep me in the background—I have been too familiar with disappointments to be very much chagrined.—LINCOLN, to the People of Sangamon, Mar. 9, 1832

Every person should have a clear conception of his plans and how they are working out. You should organize your schedule for at least five years in advance and let nothing interfere with its execution. You cannot hurry or force development in your vocation. Promotion will come in gradual, well-ordered steps which may be slower or more rapid than you expect. You should visualize your career in terms of years rather than days or weeks.

Proper use of your time will govern your progress and success. Attainment in life depends as much upon improvement of the moments as of the hours and days.

The manner in which you use your time affects your character and personality. Make a mental chart of your time each day for a few weeks and see how many minutes and hours are wasted. Do you lose time in completing your work? Do you take your evenings for newspaper reading and amusement? Do mental confusion and listless dreaming take your time? Have you formed the habit of idleness?

The key to self-improvement will be found in proper use of time. The sooner you realize time wasted, the sooner you will begin to go forward. Your employer says "time is money," and he will not keep you long if you waste his money. The evenings you spend in squandered time are robbing your mind of helpful knowledge and development. Get the habit of real study and mental improvement each day. The successful person has time for everything. List things you have to do. Organize your day and evening; give proper time allotment to each task. And above all, defeat the injurious element—procrastination. The oftener you defer a duty, the more difficult it becomes. Nothing inspires confidence in an employer more than punctuality, and there is no habit more harmful to promotion than procrastination.

With evening study and profitable reading, much may be done. A few minutes put to good use each day will make an ignorant person wise or a poor person well off, financially. Be careful to make good use of your time, and when you realize how your mind is expanding with its appropriate use, you will have overcome the habit of procrastination.

Make a record by years:
Position first year.....
What is to be gained this year?.....

Will salary meet expenses, with some saving?.....
Position second year.....
What is to be gained this year?.....
Will salary meet expenses, with some saving?.....
Position third year.....
What is to be gained this year?.....
Will salary meet expenses, with some saving?.....
Position fourth year.....
What is to be gained this year?.....
Will salary meet expenses, with some saving?.....
Position fifth year.....
What is to be gained this year?.....
Will salary meet expenses, with some saving?.....

SUGGESTED READING

Bibliography

Why do we read? We read first of all, to make ourselves *think*. Good reading is to the brain what good food is to the muscles, nerves and blood supply. A man *is* what he thinks. What he thinks depends on what he reads and hears and on the impressions that the world makes on his mind.

We read to *think*, first of all . . . We read to *learn* . . . We read to *stimulate* thought. We read to obtain *information*. We read also to obtain INSPIRATION. Reading is valuable because and if it makes you think. What really counts is what goes on in *your own mind*.—Arthur Brisbane

It is a fact of little general realization that many persons read without purpose and might better employ their minds in other ways. The reason is that they do not read thoroughly.

Reading offers hope to those who lack the training necessary to advance in their chosen field. Reading for a definite purpose, such as to master a book on some technical subject, is not hard for a person with an established interest in the subject. Not infre-

quently a book about some phase of a man's work will so absorb his attention as completely to possess him. When he finishes the book, he remembers nearly all of it.

This cannot be done with all books, but by reading slowly, making sure that every paragraph has been firmly cemented into the mental reaction inspired by the reading, a man can derive great benefits from reading. It is the window to the whole beyond the range of his intimate experiences.

Cultivate the habit for profit. Reading is at once the least expensive and the most beneficial way to spend spare time.

Following is a list of books which you will find interesting. They have been selected with an eye to their general value to persons wishing to get ahead, and in the belief that those listed under "Self-analysis and Your Vocation" will give additional specific help in your efforts to find your way to your life goal.

The following list of books has been selected as a guide to further study of subjects discussed in this volume. Since only a few books are listed, it should be possible for you to read most of them. It is the author's hope that you will experience the benefits of self-education. Ambition should be stimulated and individual profit gained. The list follows:

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WEAVER, E. W., "Building a Career," Association Press, New York, 1922.

BERNAYS, EDWARD L., "Outline of Careers, George H. Doran Company, New York, 1927.

ALLEN, FREDERICK, J., "Guide to the Study of Occupations," Harvard University Press, Cambridge, 1921.

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